

De Montfort University

A Strategic Enquiry into the Holistic Nature of Corporate Identity to enable its Systematic Control

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Abstract

This is an unconventional study, which addresses the thematic field and the esoteric nature and essence of Corporate Identity. The thesis concentrates in the understanding of Corporate Identity aiming towards an holistic explanation of the concept appropriate for practical multidisciplinary use. It proposes a systematic methodology and establishes a design practitioner perspective, which aims at reliable co-ordination and control of Corporate Identity operations.

The methodology to structure the literature

A Strategic methodology of questions was developed to operate as a research methodology, which explored Corporate Identity, by revealing the “Form” of its concepts, its connections and its anomalies, as they occur extensively in the published and public domain. The review of published literature was carried out through a discussion process of published material subjected to diagnostic questions; through which the Terminology, Functional concepts, Methodologies are reported to influence Corporate Identity; contributing to the understanding of Corporate Identity’s Form and to further clarifying research issues. Literature review, was subjected to discussion, provisional observations and conclusions and is presented into 8 chapters. The Strategic Enquiry continued and extended on discussing Corporate Identity Field Examples, to interrogate real life experience material, to reveal an extended understanding of overt and covert issues of Corporate Identity’s Form, and to focus research planning accordingly.

This process contributed into bringing together clusters of relevant information, gleaned from a rather fragmented published literature, thus forming a more holistic and broader understanding of the concept. However, from this holistic picture it was observed that certain essential texts are missing. Hence a further information literature search, was carried out which reported on texts which are not sufficiently or at all covered in specialised Corporate Identity literature but were recognised by this researcher as essential for a meaningful development of this thesis. The most important information brought into the context of Corporate Identity, at this stage, was a well established tool applicable to complex design projects, which was considered to be useful towards a more effective and holistic Corporate Identity control.

The Field work

This systematic approach and treatment of the published material contributed to an holistic understanding of the nature, scope, importance, complexity and topicality, of the subject; and lead to a diagnostic understanding of important problems that continually challenge the field.

This was achieved through the research design of the thesis, which incorporated the inferences and observations of the Strategic Enquiry and the tried and tested systems design model for the organisation of complex design projects was used as a reference datum to inform the compilation of the questions of a semi structured interview. The Field study explored how Corporate Identity processes were holistically carried out in a Big UK financial institution specifically looking for practice discontinuities and

deviations in the procedures. A diagnostic tool appropriate to investigate Corporate Identity operations was created as a result.

The interview material was also subjected to content analysis to explore whether the thesis' inferences and deductions could also be grounded in practice.

The thesis was then evaluated by relating the thesis material, to the thesis objectives, highlighting the outcomes and limitations employing SWOT analysis. As an epilogue to this thesis, within resources available this study appears to have contributed a substantial insight to the Form and operations of Corporate Identity. It also identified the opportunity for more valuable research, to be carried out.

Acknowledgements

I lived with many of the ideas that I have attempted to express in this thesis for many years, but it is taken quite some time for them to mature, and attempt to put them in writing.

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With gratitude

Olga Miggou

Author Declarations

1. During the period of registered study in which this thesis was prepared the author has not been registered for any other academic award or qualification.
2. The material included in this thesis has not been submitted wholly or partially for any academic award or qualification other than that for which it is now submitted.
3. The Ph.D. programme of which this thesis is part has consisted of:
 - Independent Study
 - Supervision Tutorials

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0.1 Prologue

In this preamble, my aim is to show the widest view of this study, and express the rather sketchy impression that it is expected to form, in a simple and meaningful way. From this, a starting point for the more academic study will be indicated and a rationale for the chosen research thesis, will be introduced.

My interest starts by looking at organisational groups, who offer products and/or services, of interest to and for potential consumption by other parties.

In using the term Organisational Group, I refer comprehensively to most product manufacturers and commercial service providers. A wide view, which generally covers small domestic products to the largest engineering projects, and service providers, large and small. Examples include factories; shops; repair services; banks and other service providers; hospitals and education establishments; energy suppliers; and other complex one-off projects of international significance such as major sports events, etc. A view, which in its full extent, is clearly far too wide for detailed academic investigation.

So within this view, I see each organisation as a particular combination of people and equipment, working in a co-ordinated way, to produce various products or services, that may be of value to themselves and more usually to other people outside the organisation.

Within an even smaller viewing frame, I am particularly interested to see that each organisation usually appears to show something about itself and what it does, so that it can make contact with the other people on which the continuation of its future might depend. In response to this offer each organisation appears to show on its own behalf, there appears to be a stimulated reaction from the people outside. This relationship is illustrated in a simple way in the following rhyme.

**Simple Simon met a pie-man,
Going to the fair;
Says Simple Simon to the pie-man,
“Let me taste your ware.”
Says the pie-man to Simple Simon,
“Show me first your penny.”
Says Simple Simon to the pie-man,
“Indeed, I have not any.”**

(Ed Adrew Lang, 1985:58)

Even Simon was able to see something that he wanted, since it has been on public view. Clearly the pie-man was on his way to a trade and public gathering, where he would expect to show and sell his goods, in ways that he would know how. Simon might reasonably be expected to want more than visual assurance of the pie's quality, and the pie-man might reasonably provide a free sample; but this time only if Simon had cash to buy the pie.

A relationship between the presentation of the offering in the form of a pie man, probably wearing a recognisable form of dress and holding a tray and the caused reaction to the people is clearly demonstrated.

Simple Simon, in the context of this discussion, clearly demonstrates an interactive relationship between the retailer and the customer, and the rhyme clearly states the conditions on which such a relationship is based. Another rhyme about Jack Sprat and his wife, illustrates that all people do not enjoy the same things, and that this perhaps might be a good thing. Whilst the rhyme about Oranges and Lemons, appears to send some sinister messages of serious consequences, when things go wrong.

Also in the context of this discussion, the humble pie has remarkable significance as an example a 'very complex offer'. Although a pie is an offer that is expected to be found easily in the market, its production involves co-operation of different skills, equipment resources and materials. The 'humble' pie is being used here as an example of the end product from a co-ordinated complex of production, from the original growing and preparation of the ingredients, the baking of the pie, to the point at which the pie finds itself in the place where it can be seen, to be bought. The importance of this will be developed later.

This preamble ends with attention being concentrated on - How organisations present themselves and offer their goods and services to their prospective customers? And, how the people inside and outside the designated organisation, contribute to these actions?

These ideas start to concentrate on what is perhaps a more manageable subject content, which is developed more formally and more systematically, in the following chapters of this thesis.

1.0 CORPORATE IDENTITY: INTRODUCTION TO THE AREA CHOSEN FOR INVESTIGATION AND THESIS

This chapter presents the scope and an overview of the thesis including a description of the origins of the methodology used to understand the form of Corporate Identity.

1.0.1 INITIATION OF THIS RESEARCH STUDY

This study was initiated by an increasing personal concern on whether or not deliberate systematic design effectively influences an organisation's Corporate Identity, or whether Corporate Identity is simply a result of natural processes. The more precise identification of the role of design in Corporate Identity development was a key issue motivating this research initiative. So initially, the study focused on the notional relationship between Corporate Identity development and its widely associated design processes.

1.0.2 THE TWIST OF THIS RESEARCH STUDY AND THESIS SYNOPSIS

Prior to the examination of the relationship between Corporate Identity and Design Methodology, the two concepts needed to be understood and defined. Whilst extensive literature and a wide acceptable definition of design methodologies and their evident contribution in practice existed, initial reading on Corporate Identity indicated its definition and understanding to be elusive and increasingly contradictory as reading progressed. Corporate Identity literature seemed to concentrate mostly on the marketing aspects of producing new Corporate Identity as a free-standing output, resulting from graphics, advertising and other design lead operations. Successful case studies are frequently reported at length, and costly failures are also reported, but usually less fully. As such failures were presumably not intended, this suggested that errors had occurred in the control of Corporate Identity operations.

Design related literature presented consistency of opinions, and built an ideal picture where reported research opportunities were sparse. Reading was extended to include views of non design authors where definitive statements of Corporate Identity were mostly unexplained and varied considerably across disciplines. The picture became increasingly complex and contradictory as a result of general reading on the subject. A strategic methodology to structure the fragmented literature and to generate answers in the observed discrepancies was devised to assist. This Strategic Enquiry repeatedly indicated areas of discrepancies in the definitive explanations of Corporate Identity and Corporate Image, to the point at which the two terms seem to be so closely related that they were often used interchangeably in published literature. The concealed theme of whether Corporate Identity is how an organisation presents itself or

how it is perceived by its publics seemed to underlie the fragmented writing on the subject. It was also observed that Corporate Identity and Corporate Image are both associated with perception of audience, but this relationship with Corporate Identity curiously did not appear to be developed in research published reports. Therefore the comprehensive and holistic understanding of the concept of Corporate Identity for practical application became the primary aim of this study which occupied a considerable part of the thesis. To understand the close relationship between Corporate Identity and Corporate Image the theory of Semiotics was employed.

As Corporate Identity phenomena expanded across different disciplines it proved impossible to find a consistently serviceable and practical explanation for the concept of Corporate Identity and the need for an holistic practical understanding for multidisciplinary application became apparent.

A concern was generated about whether such discrepancies in the holistic understanding of the concept inhibited the systematic organisation of multidisciplinary operations.

In the quest of Corporate Identity understanding more detailed and extended reading covered aspects of market research, design systems methodology; human perceptual psychology; and further reported case studies, revealed an expanded environment for the controlled operation of Corporate Identity activities. For example, a corporate organisation can exist in fact; but its identity appears to be very much related to how it shows itself to its staff and to its customers. It seems also to be related to how these people, individually and collectively, process that experience, often over an extended period of time. This suggested that Corporate Identity may be a complex function of collective public memories which might be influenced to some extent by designed presentations or 'displays' of chosen characteristics, which are superimposed on any other existing characteristics of the organisation that are otherwise naturally available for the audience to see and consider. Such existing characteristics from the present and from recent memory, may conflict with or reinforce the limited characteristics chosen for display and to be manipulated strategically.

From this it is evident that Corporate Identity as an holistic perception, might be confused by conflicting messages, designed and otherwise. It also seems to be important to maintain a planning overview of the whole process during piecemeal change to Corporate Identity details.

Further reading into methodologies relating to design in various forms and into research planning, revealed extensive methodologies that have been devised, tested and adopted for use in market research and marketing; personnel management and training; graphic design and

advertising; interior and product design; etc., all of which can contribute individually, to influence an organisation's Corporate Identity.

This further reading also revealed various organisational methodologies which were specifically produced to cover complex and multi-disciplinary projects found in architecture and engineering. Critical Path Analysis is a long established method with many variations. It sets out the logical sequence of different operations with indications of time and other resources involved. Most importantly, it classifies operations in terms of those that must be completed before others can start (or be finally completed), and those operations that can be run more independently. However, it was identified that whilst various disciplines operate independently in efficient and in much disciplined ways following procedures and codes of practice, literature did not reveal any practical systematic ways in which all these disciplines can work together as far as Corporate Identity operations were concerned.

A concealed gap in the literature was uncovered. The Prologue of this thesis made reference to organisations working as combinations of people, procedures and equipment, to 'show' themselves and what they offer to the public. These efforts tell the public what they do, and are responded to by the public in ways that generally benefit the organisations and the people that are involved. The ways that organisations communicate their presence and what they offer to the public and the way they are perceived, seemed to be widely associated with the concept of Corporate Identity. Although the three areas, Corporate Identity, Systems Methodologies and Human Perception have been studied and reported independently in the literature, preliminary investigation appeared to show that published work usefully integrating the three areas is not evident. In spite of the fact that perception is often mentioned in Corporate Identity literature, this reference is very brief and superficial and this appears to represent a missed opportunity in relation to the systematic development of this subject.

A model developed from Singleton for effective operation of complex systems seemed to offer a starting point towards a systematic control of Corporate Identity operations and as a result of Corporate Identity. The model starts with the need for a clear statement of purpose and then proceeds to decide what needs to be done to achieve the desired purpose, and then to allocate the work that needs to be done to the most appropriate departments. As the work progresses, inside each department work can be independently carried out using their preferred methods. The latter characteristic of the model does not hinder creativity or obstruct innovation since it only brings together and coordinates various departments, allowing them to operate in their own trusted ways. Subsequently, the work output from each department is prepared so that it should exactly fit in with the other parts to produce an integrated, assembly of the whole project.

Corporate Identity operations can be usefully conceptualised as a system. The combined result of the system is then evaluated in relation to the objective specification of the performance required, in our case the ideal or wished by the organisation Corporate Identity. At that stage, any problem is usually evident and it can be accurately diagnosed and then precisely returned to the part of the process most able to develop an answer. For example, if the behaviour of an organisation is incompatible with its mission statement then relevant operation can start to fine tune the training of the employees.

These high level systems work well on large projects and also on a smaller scale. In technical designer education, they have been widely introduced and used in universities since c1975, and these skills should by now be widely distributed throughout commercial design practice. However, such a systematic treatment of Corporate Identity operations was not observed in literature nor in the findings of the Field study organisation.

The thesis proposes that the adapted Singleton model could assist organisations to organise skilfully the operation of various departments the outputs of which are portrayed in literature to contribute in the formation of Corporate Identity. Thus a more holistic and integrated control of Corporate Identity can be achieved.

Recommendation for future research is crystallised in the finding that when a process is critically dependent on the satisfactory output from another, the format of the output from the former must be organised to exactly fit the input requirements for the next, and so on. In such ways little time is lost and all work produced is directly applicable to the requirements of the next stage.

A modest Field Study was carried out in a UK financial organisation to investigate the combined activities that may have influenced its Corporate Identity of the organisation during a period of its merger with another organisation and subsequently. Within that field, the more restricted area of Branch Design was chosen, because that feature has direct use by the bank's customers, and has problems of brand realignment for both Organisation's established and very different branches.

Key individuals involved in different departments, that worked separately, but in collaboration, to produce desired combined outputs were interviewed. The interviews had two purposes: (1) to support or otherwise the thesis' main findings of the discussion and interpretation of the literature (2) to identify how operations are carried out within single departments and as a whole. These questions addressed each individual as a part of a free-standing operational subsystem. This subsystem was functionally connected to a greater system, which had an output that could directly influence the opinions of its customer audience. The questions

concentrated on the information containing inputs and outputs to each subsystem. Provision was made to request worked examples to support particular answers and permission was granted to make contact with their main advisor external consultancy and external contractors.

The answers were compared with the literature findings and the Singleton modified systems model, and its deviations in operations were noted.

The Strategic methodology developed by this researcher to structure and systematically cross - examine the published literature, is introduced in the section 1.0.3 and will be explained fully in chapter 2 of the thesis.

1.0.3 INSPIRATION OF LITERATURE REVIEW METHODOLOGY

Literature review provides an entry in the research study and acts as a stepping stone to identify the topic of the study and reach the thesis statements (UNC,2010). A scheme of questions was used as an initial approach to gain an entry view of the field of interest. Asking questions seems to be a natural human process that satisfies curiosity about the world around. The process has been known throughout human development and is known to be the basis of modern scientific method. As such, a methodology of questions is built into the professional practices of many advanced human activities, e.g. codes of practice, design standards, building regulations, doctor's diagnosis, lawyer briefings etc.

This process started by asking very simple questions to find out what may be involved as suggested by Reed 2010, see Figure 1.0.3 Exh1.

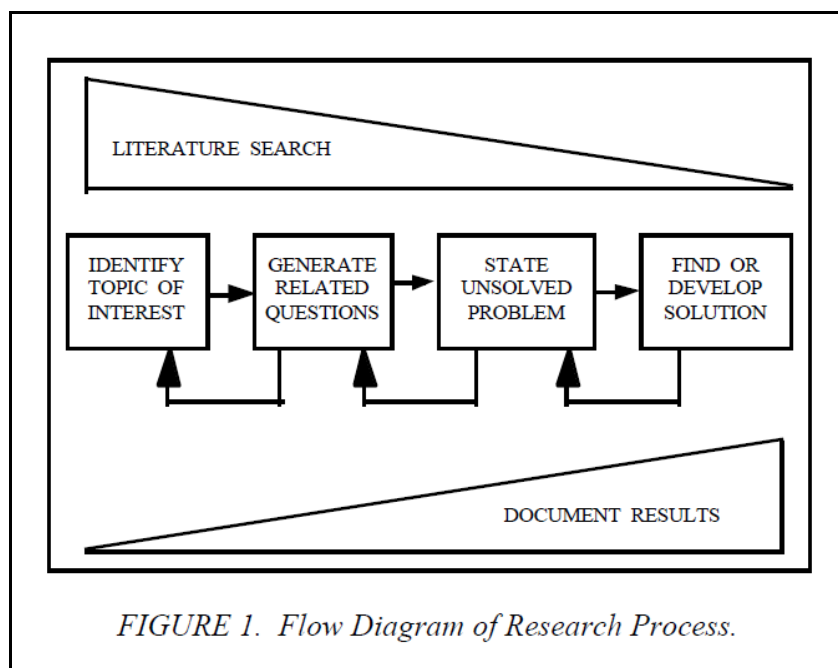


Fig 1.0.3 Exh1

Flow Diagram of a research process. Source: Reed, 2010.

This initial process produced many answers. As the answers became more complicated, so the view became increasingly confusing. Clearly, a more strategic approach was required to use planned questioning more systematically, throughout this investigation.

To address this need this researcher took inspiration from the classical teaching of Socrates. His skilled approach in the use of questions, initially to show up problems and then to develop meaningful answers to gain required understanding, seemed to have potential to address the concept of Corporate Identity. The Socratic Method of teaching involved a particular didactic and dialectic style, in which he used questions to address obscure and difficult problems characteristically giving his students answers but only in the form of more questions. This process enabled his students to develop a considerable understanding the physis of the “Form” of the particular subject being discussed. The Socratic Method is extensively used in psychotherapy because of its systematic questioning, inductive reasoning, and its workable definitions (Overholser,1993), all of which assist clients to understand by themselves the concepts, reach their own definitions and identify solutions to their own problems.

The historical origin of this process was not recorded by Socrates; but by the historian Xenophon (Wellman,1976) and his best known student Plato, who wrote in detail about the teaching of their master (Farrington,1966:93,102,205; Brumbaugh,1981).

Socrates’ scholars appear to agree that the work of both students is a fair representation of the words of Socrates and his method of questioning, but parts of their work seem to express the character and ideas of Xenophon and Plato. Putting aside the arguments in philosophy literature on whose depiction of Socrates was more accurate there is a consensus that the Socratic method as described by Xenophon is the same to the Socratic Method depicted by Plato. However, the Strategic Enquiry is not imitating the ways in which Plato wrote and presented his dialogues but adopts the principles of how one can explore and understand a concept.

The devised enquiry (Ch2) inspired by Socrates and from now on referred to as “Strategic Enquiry” was employed to explore what Corporate Identity is and not how to carry out Corporate Identity projects in much the same way that Socrates in ‘Oeconomicus’ of Xenophon learns from Ischomachus about farming without acquiring the knowledge and the skill of farming (Wellman,1976:316). For discourse knowledge does not provide or equip somebody with the skill to do something, but it can help somebody to understand the form of concepts, reach definitions and acquire or “direct several kinds of operations and keep them harmoniously together without being proficient in the performance of the skills involved.” (Wellman,1976:316).

Therefore at a later stage this researcher employed another well-known and tried and tested methodology; that of “systems methodology” to organise Corporate Identity operations and to organise these ‘harmoniously’ so as to contribute in consistent ways to Corporate Identity.

1.0.4 SYSTEMATIC QUESTIONING AND PROBLEM SOLVING

The source of the problem under investigation is essentially from life experience, and any outcomes from this research initiative are aimed at practical application. The Strategic Enquiry was deliberately adapted into a hybrid combination with designers’ methodology and experience in Systematic Design Problem-Solving (Alexander, 1971). Using this combined approach, the “Field of Interest” - Corporate Identity, was surveyed and certain aspects of the field were identified as problems, whilst other parts were identified as constraints. In the context of this investigation, it was seen that any conceptualisation of Corporate Identity would be complex, and that systematic questioning devised to achieve the desired level of understanding, might surely benefit from the spirit of the Socratic approach in seeking insight to the Form of Corporate Identity. What were exposed as complicated problems were reduced to linked sets of easier problems, and so on, until various structural relationships began to reveal themselves. The process was continued until in a true Socratic sense, the “Form” of the field of interest was more clearly understood and the task of identifying potential research problems became more realisable.

1.0.5 SOCRATIC FORM AND CORPORATE IDENTITY

As a result of his questioning technique, Socrates produced a characteristic structured understanding of the issues that he was examining. This structured understanding came as a direct result of questions aimed to find the relationship between the things and the consideration of, shapes, components, objects and ideas; etc that occurred in static and dynamic situations; alone and collectively. These were continually referred to and conceptualised as “Form”, before and after the time of Socrates. The concept of “Form” was extensively developed and recorded by Plato, as Socrates’ principal disciple. Parmenides however, preceded Socrates in the use of this specialised concept, which was later to become known as “Form”. Plato in his later dialogues “Phaedo” and “Parmenides,” provides a detailed development, analysis and critique of a “Theory of Forms,” which Socrates arguably knew of, and Plato recorded in substantial detail.

Plato with this theory, attempted to explain his understanding of a wide range of complicated philosophical questions, including, the concepts of knowledge, ethics, psychology, the ideal political state, and art and many others. Plato argued that the “objects” of the real world are but

“Shadows” of the “Eternal Forms or Ideas” which cannot be perceived directly. These Forms are changeless and their understanding can be the only route to “True Knowledge”. The nature of Forms and knowledge makes Plato’s theory of Forms and Theory of knowledge interrelated (Baird,1995). The meaning of Form is perhaps best introduced in the context of mathematics, for example the “Form” of circle can be defined as a figure composed of by a series of points all of which are equidistant from another given point. Although a strictly perfect circle does not exist in the real world, the form of “circularity” exists changeless in the world of “Forms and Ideas” as an “Eternal Form”. Objects seen in the real world can be then compared with the characteristics of the “Eternal Forms” of being circular, square, or triangular etc. and these through reasoning, can be referred to as circles, squares, or triangles etc. The understanding of these concepts is relatively precise because they are “Simple”. However, conceptualisations relating to the Forms of political, commercial and emotional issues are evidently far more complicated.

The idea that what we understand and experience in the real world as Corporate Identity phenomena have a common point of reference being the Form or Physis of Corporate Identity was generated. If one is to understand and control Corporate Identity phenomena primarily needs to understand the Form of Corporate Identity. The thesis is not looking to reach a definition for Corporate Identity but to understand and explore its nature, the rules that govern its operations, its components, how it is created and how it can be influenced, - in the context of Socrates to understand its Form.

The thesis was set to explore how components and operational principles of various Corporate Identity phenomena are combined to create the Form of Corporate Identity. The Form of Corporate Identity manifests through the outputs of marketing, advertising, graphics, design, sponsorship, social responsibility which are momentarily portraits or expressions of Corporate Identity under different circumstances; in Socrates words ‘shadows’ of the ‘Form’.

Henceforth, the term “Form” will be used in this thesis, to describe the nature of Corporate Identity’s understanding achieved specifically as a result of using the Strategic Enquiry inspired by Socrates and complies with the principles of contents analysis.

1.0.6 THE AIM OF THE STUDY

The aim of this study was to understand the Form of Corporate Identity, in order to construct an holistic conceptualisation of the concept applicable for multidisciplinary practical use.

The field was examined from different points of view and disciplines and concentrates on how Corporate Identity operations can be better informed and controlled than as currently practised.

1.0.7 THE OBJECTIVES OF THE STUDY

The overall objectives of this study were:

- To structure the fragmented and sometimes contradictory literature of the field
- To gain a systematic understanding of the Form of Corporate Identity for practical application
- To investigate the relationship between Corporate Identity and Corporate Image
- To investigate how corporate expectations of Corporate Identity operations can be more reliably achieved
- To investigate the ways in which operations it might be better organised using processes of design.

1.0.8 THE STRUCTURE AND NUMBERING OF THE CHAPTERS

The chapters that follow are structured in seven consistent sections. The following chart (Fig 1.0.8 Exh1) presents the content and numbering system of these sections

Chapter No	X	
Title	X.0	
Purpose Section	X.1.0	To start addressing the issue of “Socratic Form” in this thesis, every chapter of this thesis starts with a stated purpose section. This section in every chapter is numbered as: Ch No. 1.0 etc, e.g. 2.1.0, 3.1.0 –10.1.0
Planning and Methodology Section	X.2.0	This stated purpose is then followed by a discussion plan relating to how this purpose might best be achieved. Any specific methodology or other established method is explained and justified for each chapter stage wherever practical. These are recorded in this section and is numbered as: Ch No. 2.0 etc, e.g. 2.2.0, 3.2.0,-10.2.0.
Diagnostic Questions Section	X.3.0	The diagnostic questions that were used to facilitate the stated purpose of each chapter, are presented in this section. Each question has its own reference number (Ch No.3.1; Ch No.3.2; Ch No.3.3, etc), so that the questions can always be identified with their chapter stage, and subsequent answers or discussion can be identified with each specific question source and its rationale.
Issue Presentation Section	X.4.0	The chapter’s issue under discussion is presented in section numbered as Ch No. 4.0. e.g. 2.4.0, 3.4.0-11.4.0. In this section the material relevant to the content of each chapter is presented, reported for further analysis.
Issue Processing Section	X.5.0	In each chapter the analysis and process of the material presented in the previous section, is discussed and is presented in a section numbered as: Ch No. 5.0. e.g. 2.5.0, 3.5.0 -11.5.0.
Observations Conclusion Section	X.6.0	The observations and conclusions, provisional or not from the discourses, are presented in each chapter in the section numbered as Ch No 6.0. e.g. 2.6.0, 3.6.0-11.6.0.
Next Tasks Section	X.7.0	The planning of the next steps in the investigation and the thesis presentation is outlined in this and is numbered consistently in all chapters as Ch No 7.0. e.g. 1.7.0, 2.7.0, 3.7.0 –11.7.0

Fig 1.0.8 Exh1 Chart of thesis numerical reference system.

1.0.9 THESIS CHAPTERS

0.1 Prologue SIMPLE SIMON

It provides an opening view of a general area of personal and professional interest, providing material which subsequently can be used to identify opportunities for formal academic study.

1.0 Chapter 1 INTRODUCTION TO THE AREA CHOSEN FOR INVESTIGATION AND THESIS

This chapter outlines the initiation of the research project and the origins of the methodology devised for the research enquiry, and the final aim and objectives of this research project are stated. It further presents a synopsis of the whole thesis and outlines the structure of the thesis, in the form of Chapter headings and a statement of their purpose, contributing to the logical conclusion of this thesis.

2.0 Chapter 2 PUBLISHED LITERATURE REVIEW

This chapter describes the methodology inspired from Socrates to structure and survey the field in order to gain an understanding of the Form of Corporate Identity. A general overview of the whole field is presented via generic discussions of five primary diagnostic questions looking at issues of definition, associated terminology, people involved and their activities and the ways in which organisations might control Corporate Identity operations thus identifying particular issues which concealed the understanding of Corporate Identity's elusive Form. Discussions indicated the absence of an holistic practical definition of the concept, which manifests in a complex and multidisciplinary field where systematic ways of its control are missing.

3.0 Chapter 3 TOWARD AN EXPANDED UNDERSTANDING OF CORPORATE IDENTITY

This chapter extends the enquiry of Corporate Identity's Form by deconstructing the Basic question: "What is Corporate Identity?" into five Primary Diagnostic Questions. These looked at the components, benefits, the topicality and the importance of Corporate Identity. The most important provisional conclusion of this chapter for the conceptualisation of Corporate Identity is that it seems to be a cumulative impression in the form of a mental picture residing in the mind of people about organisations. This snapshot has the characteristics of a continuum that can be influenced positively or negatively by the outcomes of many disciplines including design. As such it can be conceptualised as a cumulative result of many different outcomes acting as a synergy. This conceptualisation has an effect on the ways Corporate Identity operations can be controlled and further emphasises the limitation of literature in systematic ways to achieve this.

4.0 Chapter 4 UNTANGLING THE TERMINOLOGY OF CORPORATE IDENTITY

This chapter explores the inconsistencies in the ways the term Corporate Identity and its related terms are used in literature and practice. This examination indicated the multidisciplinary nature of Corporate Identity practice and the urgent need for a widely accepted working definition of the concept. The discussion of terminology issues supported further the understanding of Corporate Identity as a continuum. It also brought forward the equivalence between Corporate Identity and Corporate Image the examination of which suggested Corporate Identity's understanding to reside in the ways people receive an organisation's operations rather than in the ways it is presented.

5.0 Chapter 5 CORPORATE IDENTITY AND CORPORATE IMAGE EXPLAINED THROUGH SEMIOTICS

This chapter employs the theory of Semiotics to explain the close relationship between Corporate Identity and it is usually confused with term Corporate Image. The analysis and synthesis of ideas presented in this chapter grounded the thesis understanding of Corporate Identity expressed in Ch3 in the theory of Semiotics and the interpretative abilities of audiences. The effect that this conceptualisation has in Corporate Identity operations is also discussed. This chapter also introduced the idea that if Corporate Identity operations are to be controlled in more effective ways there is a need for identifying the roles of people and incorporate the rules of perception in their activities.

6.0 Chapter 6 PEOPLE'S INVOLVEMENT IN CORPORATE IDENTITY

The chapter examines the professional roles of different individuals in the operations of Corporate Identity control. The multidisciplinary nature of Corporate Identity operations is confirmed and the roles of key individual professions including the audience as recipients of the outcomes of operations is established. Limitations in the control of operations are identified which are used to inform the semi-structured interviews of the Field Study.

Through discussion Corporate Identity is detached from its narrow treatment which is confined in the control of its self presentation and is conceptualised as a cumulative mental construct created in the minds of audiences. Findings and deductions from the Strategic Enquiry on the ways Corporate Identity phenomena are experienced by people are combined and a bipolar model to explain the inner workings of Corporate Identity operations and its creation is proposed.

7.0 Chapter 7 PERCEPTION AND CORPORATE IDENTITY

The chapter reports on the literature search and assimilation of additional information, specifically about the psychology of perception in relation to audience abilities; marketing in relation to consumer /audience characteristics, positioning and market segmentation in relation to Corporate Identity operations. Organisational ergonomics and consumer behaviour are discussed in the context of Corporate Identity. The understanding of Corporate Identity as previously explained through Semiology is revisited, confirmed through the theory of perception and compared with authoritative views in the field. Suggestions how perception can inform Corporate Identity operations and individual disciplines are suggested. The theory of perception is employed to explain the relationship of Corporate Identity and Corporate Image. A systematic model for co-ordination of operations and integration of outcomes is proposed.

8.0 Chapter 8 SYSTEMATIC CONTROL OF CORPORATE IDENTITY OPERATIONS

The chapter builds on the observations and inferences of the thesis building a case where although various independent disciplines have their own tried and tested methodologies to operate individually, in relation to Corporate Identity as a whole organisation's lack methods to organise different operations and combine and integrate their outcomes. This hinders a concurrent systematic contribution of operations. Although integration of activity outputs is proposed in literature the ways in which these activities should be organised in practice is not evident. Four theoretical models proposing the activity units that should be co-ordinated to control Corporate Identity are discussed. – And an existing systematic model for co-ordination of operations and integration of outcomes is adapted from systems design theory to assist operationally to this task.

9.0 Chapter 9 THE FIELD STUDY

The discussion and processing of the material generated from the Strategic Enquiry and the proposed model adopted from Singleton informed the creation of a diagnostic tool for the examination of Corporate Identity operations. The chapter presents a research plan compiled to identify whether the findings and deductions of the Systematic Enquiry can also be grounded in practice and to test the capability of the diagnostic tool - semi structured interview to understand and identify discontinuities in the processes involved. The plan also aimed to survey the whole process, from its original purpose, through to its realisation and evaluation, specifically looking for discontinuities and deviations in procedures from the control systematic model. The most notable discontinuities were the lack of a common comprehensive understanding of the concept and their role in the operations. Nevertheless, responses in their

totality supported the thesis' model on the formation of Corporate Identity and confirmed the lack of a systematic process to control Corporate Identity operations.

Discontinuities were observed to occur in communications between operational departments, particularly in respect to the recognition of clear working objectives and the transfer of useful quantifiable information between inline sub-system operational departments.

10.0 Chapter 10 EVALUATION OF THESIS

The evaluation of the thesis is carried out through a SWOT analysis concentrating on the effectiveness of the Systematic Enquiry, whether an holistic and practical understanding of the Form of Corporate Identity was achieved, and the ability of the proposed systematic model to improve the control of Corporate Identity operations.

The thesis in its totality appears to have provided a substantial insight to the phenomena of Corporate Identity, its formation, understanding and the processes that can be employed to control its operations. This knowledge has direct application to complex Corporate Identity work and is helpful to internal staff practitioners and managers, to their external consultants, contractors and aims to incorporate feedback from the audience / customers, who eventually form important decisions about the success of the operations, or otherwise.

Recommendations for future research are proposed in the examination of opportunities in relation to the above issues.

2.0 PUBLISHED LITERATURE REVIEW

2.0.1 THE PURPOSE OF LITERATURE REVIEW

To fully comprehend the Form of Corporate Identity, published literature review is separated, discussed and presented into seven chapters (Ch2 - 8). The primary purpose of these chapters is to present an authoritative support framework on which to position ideas from the published texts. In this way, the scope of the subject² is surveyed and mapped; information is synthesised and discussed towards gaining a rational and co-ordinated understanding of its content towards extracting inferences to support the thesis statements.

2.1.0 THE PURPOSE OF THIS CHAPTER

The purpose of this chapter is to present the devised methodology; Strategic Enquiry, to achieve a structured understanding of Corporate Identity and to achieve a general overview of the whole field of Corporate Identity as recorded in the professional and academic domain through discussions of Five Primary Diagnostic Questions. These are:

2.3.1.0	What is Corporate Identity?
2.3.2.0	What Terminology is used in Corporate Identity texts?
2.3.3.0	What kind of People are involved with Corporate Identity operations?
2.3.4.0	What Information components, Activities, and Processes are associated with Corporate Identity?
2.3.5.0	What Organisational and Systematic Methods are used and associated with Corporate Identity?

Fig 2.1.0 Exh1 The Five Primary Diagnostic Questions discussed in this chapter³.

² Of the field of interest known as Corporate Identity

³ The discourse of which presents a general overview of the whole Field of Corporate Identity.

2.2.0 METHODOLOGY TO STRUCTURE THE LITERATURE STRATEGIC ENQUIRY

General and quite detailed but rather unstructured reading was carried out during initial preparation for this research proposal, as suggested by Bell (1999), and Philips and Pugh (2005), in order to get a feel for the field and to identify potential gaps in knowledge. This served in providing some material and enough understanding of it at that stage, and to help make informed decisions about the nature of this research undertaking. This researcher has made several attempts to present the material found in literature in a conventional way; but all efforts resulted in compilation of sections that were distinctly confusing and otherwise difficult to connect logically. In the material found, it seemed that there were insufficient structures to help the assembly of ideas in a meaningful way.

Corporate Identity, being a broad field of interest – with many disciplines involved – emerges in the literature through several different interpretations (Balmer and Greyser, 2003). In addition, the individual converse nature of contributions within the field hindered its completeness. It was felt that a structured approach was required to address the great volume and to lead to meaningful interpretation of the published literature.

A methodology to survey the literature in a more structured way, was therefore devised by this researcher. The inspiration of which was presented in 1.0.3-1.0.5 and was combined with the design problem-solving technique of breaking a complex problem into smaller sub-problems (Cross, 2004). The use of this technique and its validity to produce appropriate outcomes may be supported by the fact that didactic questioning are used as teaching methodologies throughout education (Walklin, 1990), in psychology (Overholse, 1993a,b) and in legal education (Mashburn, 2008) in order to stimulate students' deductive thinking, attention and train their brain into creative thinking. Systematic questioning alongside the techniques of breaking complex design problems into further sub problems and creative thinking or lateral thinking, are known for their ability to stimulate answers to difficult or complex questions. These techniques encourage people to think outside the problem, by shifting thinking patterns away from entrenched or predictable thinking to new or unexpected ideas. In addition, as seen in Fig 1.0.3 Exh 1 the step of 'generating related questions on the research topic' is a step of every research process. The method evolved in three distinct phases, before the decision to adopt the Strategic Enquiry was taken (Fig 2.2.0 Exh1):

- **Phase 1:** Exploratory reading on what is Corporate Identity
- **Phase 2:** Pilot study
- **Phase 3:** Strategic Enquiry

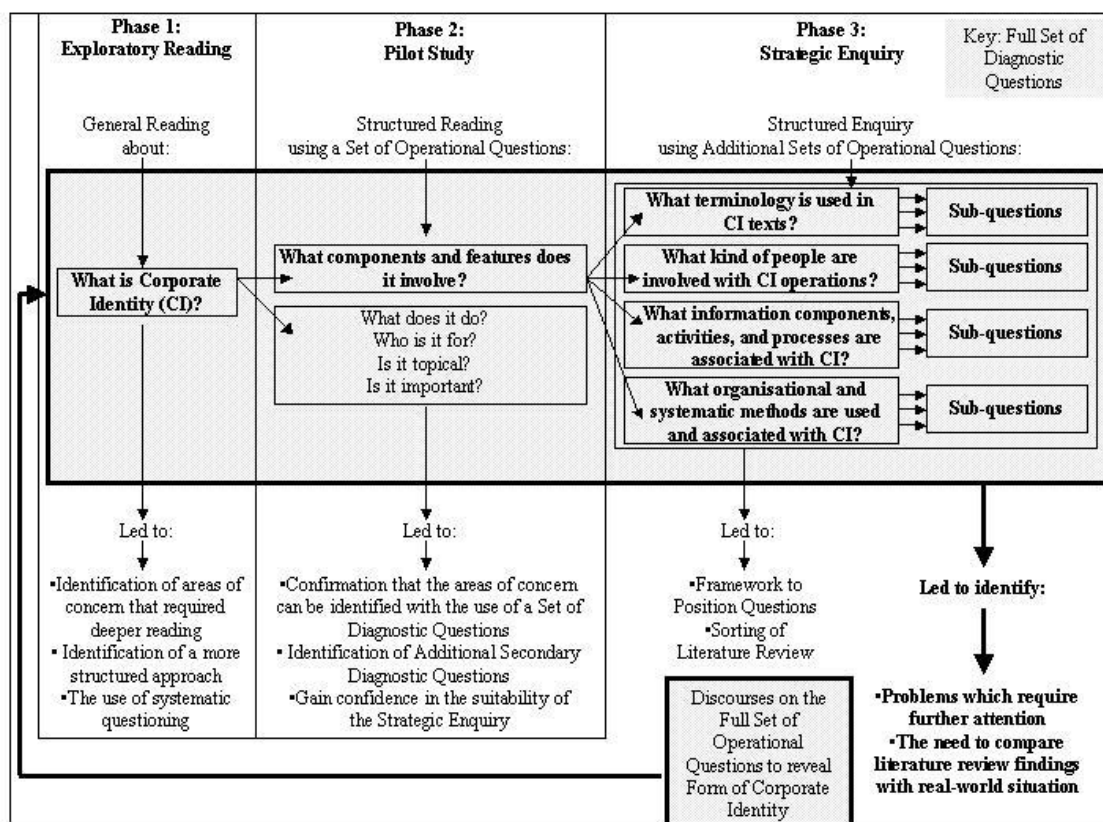


Fig 2.2.0 Exh1 The Strategic Enquiry - A structured literature review model.

In Phase 1 published literature was re-examined to reveal what Corporate Identity is. Reading of published literature in Phase 1 identified various “Need to know about” topics, which were noted for further enquiry. This phase indicated that since a satisfactory answer was difficult to obtain, this rather broad question needed to be broken down into further secondary questions⁴. This task was guided by Socrates’ suggestions on how one can understand the phenomena under examination (Ch10), the observed reoccurring themes emerging in literature (Emerald,2011), and brainstorming technique. It was decided to test / pilot whether this hybrid technique was capable of producing satisfactory results. This led to Phase 2, which aimed to deepen the enquiry further by developing Five Secondary Questions⁵ that needed to be addressed in order to check⁶ whether this technique was going to produce more structured and logical results and above all answers than the earlier unstructured reading about Corporate Identity. These were:

⁴ This set of Secondary Questions was compiled and subsequently refined, prior to its testing against some of the published material.

⁵ Or sub problems.

⁶ These secondary questions assisted in selecting appropriate passages from the rather fragmented literature identifying some aspects of the nature of Corporate Identity, which previously were hidden, confusing or obstructed. In view of these encouraging outcomes, this researcher gained confidence in the suitability of this methodology, and decided to expand the Socratic based enquiry on all the topics that

1. What are the components and features of Corporate Identity?
2. What does Corporate Identity do?
3. Who is Corporate Identity for?
4. Is Corporate Identity topical?
5. Is Corporate Identity important?

In Phase 3, the method was refined and extended into issues relating to terminology, the people and the operations they carry out, their information requirements, and the methodologies associated with Corporate Identity. It was expected from Phase 1 and 2 that the material found would lead to the provision of incomplete answers. However, it was decided that this approach was useful in producing an initial framework where ideas could be positioned, organised and synthesised. This structured framework would assist in identifying limitations, or omissions of important issues, on which possible proposals for improvement could be based and to facilitate the formation of thesis' statements. Subsequently more Secondary Questions were generated in order to shed some light on these themes.

Necessary opportunities were taken to continually rethink and improve the form of some of these questions that were being used to seek answers from the literature, and to enable the task of forming clearer objectives for this study. In Plato's work 'Phaedrus' Socrates suggests that if a concept is complex one must determine its parts and recognise how it manifests in actual life. This will help one to understand the concept better. The discussion of the questions also identified the need to compare the literature inferred observations with the ways in which Corporate Identity related phenomena are experienced in real-world situations. So the Strategic Enquiry examines the phenomena in static situation (literature review) whilst the real world Field Examples presented in Appendix 1.0 examine these phenomena in a dynamic situation. This treatment is recommended by Socrates but the decision to follow this advice was also based on the observation that whilst authors in the field report how successful their operations are, in real life costly mistakes are reported to occur and these are witnessed and experienced by people in their everyday lives. This concealed observed discontinuity offered an additional path of exploration narrowing the scope of the thesis further.

Consequently, as the main focus of this research became the search of Corporate Identity's Form and its systematic control, the diagnostic questions focused on understanding: – the characteristics and components of Corporate Identity, – its blurred relationship with Corporate

were either confusing, contradictory or hindered the completeness of the subject because of the ways they were presented in the literature.

Image, – followed by the ways in which people and activities including design are brought together and – how their contributions can be more effectively co-ordinated.

In addition, the Full Set of Diagnostic Questions derived from this methodological approach led this researcher to employ a sorting technique to control the amount of available data, control the literature and ultimately interpret these data into meaningful information.

2.2.1 Tables to organise the literature

In Corporate Identity literature, it was found that the large range of material covered and the terminology that was sometimes inconsistently used produced a huge quantity of text that was both difficult to manage and more difficult to interpret.

Based on the advice of Mongan-Rallis (2006) that literature review should focus on specific topics of interest including a critical analysis of the relationship among different works, and relating this research to the research project, a table format was consequently devised to assist. This allowed some sorting of raw texts, during their first reading, and facilitated the selection of the most appropriate texts for the discourses of the diagnostic questions, during the second reading (Fig 2.2.1 Exh1). Published material was classified initially under the Primary Diagnostic Questions. These Primary Questions are numbered as (zero) questions (Ref Q.2.3.1.0 – Q.2.3.5.0 see section 2.3.0).

The quality of published material on Corporate Identity was known to be variable from the first phase of the reading process. Therefore it was decided to allocate a nominal quality rating to items of this material as follows:-

1. Some gave only a brief mention of particular topics, and was allocated one asterisk: *
2. Other parts gave more detail, and were allocated two asterisks: **
3. And some provided better quantifiable detail, which was allocated three asterisks:***

An extract of this Literature Classification Table – Database is presented in Fig 2.2.1 Exh1. Samples of additional tables for the rest of the diagnostic questions devised to assist are presented in Appendix 2.1.

Table of Primary Questions against literature findings: an overview

2.3.1.0 (Q.1.0) What is Corporate Identity?

3.3.2.0 (Q.2.0) What terminology is used in Corporate Identity texts?

3.3.3.0 (Q.3.0) What kind of people are involved with Corporate Identity operations?

3.3.4.0 (Q.4.0) What information components, activities, and processes are associated with CI?

3.3.5.0 (Q.5.0) What organisational and systematic methods are used and associated with CI?

Published literature containing material that may contribute to answering the Primary questions						
Q.1.0	Q.2.0	Q.3.0	Q.4.0	Q.5.0	Comment	Source-Author Pre-Corporate Identity
* 1489					London Underground	Board (1933: 150-151)
* 2345	*	**	*	*	London Transport case study. Literature review of Roundel, problems over the years, what CI does, People involved in the 1969 CI programme. Strictly from design point of view.	Davies (1995:22-28)
**					Olivetti	Heskett (2002:135)

Fig 2.2.1 Exh1 Extract from the Literature Classification Table showing how the content of individual reference sources was sorted as answer resources to respective primary questions, and graded to three levels of usefulness.

This notional scale of quality ratings was adopted to broadly evaluate and record⁷ the relevant published references. The table proved to be helpful in providing a collective visual picture of the distribution and quality of specific material within the literature. It allowed new material to be added while reading progressed, and served as a quick overview and record of the published material. Gradually it developed into an extensive and classified database of published literature, in which all the review material could be identified for re-reading or search purposes.

2.2.2 The presentation of literature review findings their discussion and analysis

With knowledge of what various authors have been individually writing about Corporate Identity, with fore-knowledge of the level of understanding that this investigation was expected to facilitate and with the help of the Literature Classification Table, it became possible to assemble relevant⁸ material to further process and present, via discussions on the diagnostic questions.

⁷ In this table, each digit of the numbers below the asterisks, printed smaller, was used to identify the particular secondary diagnostic question (s) answered by this reference.

⁸ Finally, this cumulative table was used by this researcher, as a tool to select the most appropriate references to construct the discussions of the diagnostic questions.

The presentation of the discussions alongside the observations and inferred conclusions however is presented in seven parts of literature review, presented in different chapters, as follows.

- Part 1: Looks at the Five Primary Questions to form a general overview of the issues under discourse (Ch2)
- Part 2: Focuses and extends the understanding of what Corporate Identity is via examination of 5 secondary questions devised to explore its Form in a deeper level than Part 1 (Ch3)
- Part 3: Focuses on the terminology used in Corporate Identity texts concentrating on the ambiguities in its use (Ch4)
- Part 4: Focuses on understanding Corporate Identity through Semeotics and its differentiation from its related term Corporate Image (Ch5)
- Part 5: Focuses on people and their roles in Corporate Identity operations (Ch6)
- Part 6: Focuses on additional technical information required for the understanding of Corporate Identity operations (Ch7)
- Part 7: Focuses on the information requirements and the systematic methods that are available for use (Ch8)

2.3.0 THE DIAGNOSTIC QUESTIONS

The scope of the Diagnostic Questions was also developed and refined to address the content of the published material as found from Phases 1&2 of the Strategic Enquiry (Fig 2.2.0 Exh1). The primary questions were intended to focus on material that provided direct and rather general answers, whilst the secondary questions under each primary question were intended to collect more detailed, more specific and more obscure material, that could usefully contribute to answering appropriate parts of the question scheme. It was intended that as the detail of the professional publications was examined, the intrinsic forms of this material would also be revealed. Appendix 2.2 presents the methodology followed to develop the full set of Diagnostic Questions. The five primary questions to address the published literature subsequently became the headings of five sets of secondary questions the rational of which is explained below.

The Diagnostic Question Set described by the Primary Question; 2.3.1.0 extending What is Corporate Identity?

This was devised to address the expert literature and introduce the subject in terms of short answers to five basic questions intended to identify the understanding of authors in relation to Corporate Identity.

The Diagnostic Question Set described by the Primary Question; 2.3.2.0 What terminology is used in Corporate Identity texts?

This was devised in recognition of the evidence that the literature appeared to use some distinctive terminology, and some common words in special ways, to express ideas relating to this field. Some confusion was also recognised, which appeared to be caused by inconsistencies in the use of some terminology, by some authors.

The Diagnostic Question Set described by the Primary Question; 2.3.3.0 What kind of people are involved with Corporate Identity operations?

This was devised to collect evidence from the published texts, to identify the activities of people alongside their contribution in the manifestation of Corporate Identity. The findings were expected to 1) contribute in the holistic understanding of Corporate Identity and 2) to inform the Field study of this research.

The Diagnostic Question Set described by the Primary Question; 2.3.4.0 What information components, activities and processes are associated with Corporate Identity?

This was devised to extract references to essential information requirements, communications, processing, and other operations that may feature in the published texts and to inform the design of the Field study.

The Diagnostic Question Set described by the Primary Question; 2.3.5.0. What organisational and systematic methods are used and associated with Corporate Identity?

This was devised to collect references relating to how processes like market research; sales; customer service; advertising; design; staff selection & training; general management; etc., contribute to Corporate Identity. In particular it aimed to examine whether these contributions are organised in any systematic ways. Figure 2.3.0 Exh1 presents the complete “Full Set of Diagnostic Questions”.

2.3.1.0	What is Corporate Identity (CI)?
.1	What components and features does it involve?
.2	What does it do?
.3	Who is it for?
.4	Is it topical?
.5	Is it important?
2.3.2.0	What terminology is used in Corporate Identity texts?
.1	Is there a precise explanation or practical definition of CI?
.2	What other terminology is commonly used in association with CI?
.3	Are such terms normally used clearly and unambiguously?
.4	Do some terms have particular importance in association with CI?
.5	Are there appropriate explanations or definitions of such terminology?
.6	Can a glossary of useful terminology be compiled for CI reference?
2.3.3.0	What kind of people are involved with Corporate Identity operations?
.1	Senior executives, chairman, directors, etc.?
.2	Designers, advertising, graphics, multimedia, interior, etc.?
.3	Researchers, information gathering, dissemination, feedback, evaluation, etc.?
.4	Staff training, development, communications, etc.?
.5	External communications, liaison, contracts, purchasing, media, etc.?
.6	External resources & processes, agencies, services, subcontractors, suppliers, etc.?
.7	External consultants, research, design, management, training, etc.?
.8	External recipients, customers, professional associates, publicity media, etc.?
2.3.4.0	What information components, activities, and processes are associated with CI?
.1	Objectives, mission statements, repositioning targets, briefing specification, etc.?
.2	Design requirements, creative & realisation freedom & constraints, etc.?
.3	Co-ordination, co-operation, progress evaluation, problems rectification, etc.?
.4	Research information processing towards co-ordinated process realisation?
.5	Resource information, data files information systems, record keeping & access?
.6	CI project evaluation, costs, benefits, failures & feedback?
2.3.5.0	What organisational and systematic methods are used and associated with CI?
.1	What activity units identified, as individual people, departmental groups, etc.?
.2	Do these units use any explained systematic methodologies?
.3	What interactions identified between units?
.4	What is the form and nature of any operational links between such units?
.5	Are any systems approach or complex systems co-ordination methods referred to?
.6	Are problems, input to units, project realisation, integration, feedback, referred to?

Fig 2.3.0 Exh1 The Full Set of Diagnostic Questions used in the Strategic Enquiry

2.4.0 AN OVERVIEW OF THE WHOLE FIELD OF CORPORATE IDENTITY

Each discussion was deliberately constrained⁹ to bring out essential points only, to answer each primary question and be strictly limited to only address the needs¹⁰ of this thesis:

2.4.1. Primary Question 1: What is Corporate Identity?

A casual awareness of public media coverage constructs multiple impressions of Corporate Identity. The issues are evidently popular, topical and important.¹¹ In more formal study, the first few pages of general published texts that cover the topic provide serviceable explanations that introduce more professional ways to model the concept. Phase 1 of the literature review identified that the Field of Corporate Identity clearly involves organisations of all forms that typically provide goods and services to people; usually on a commercial basis in competition with other suppliers; usually involving customer opinions about those goods and services, and about the organisations that offer them. The examination of a considerable amount of public available published material also indicated that the term Corporate Identity was evidently used in a wide range of published material (Appendix 1.0). For a term to be in widespread popular use, it was expected to find clear explanations of what it is, probably in any of the popular dictionaries and encyclopaedias. However, this was not so. The term was not found in The Shorter Oxford English Dictionary (2002); The Chambers Dictionary (2003) their extended editions; Oxford English Reference Dictionary (2003) nor in the editions of *Encarta* and *Britannica* (The new Encyclopaedia Britannica, 2002). One exception to this was found in Collins Dictionary (1990:326) where Corporate Identity is defined as:-

“The way in which an organisation is presented to or perceived by its members and the public”. Consequently, the only starting points were to be found in more specialised business editions:

Collins	Business English Dictionary	(1984)
Conran	Directory of Design	(1985)
	The Dictionary of 20th Century Design	(1990)
	The Marketing Dictionary	(1992)
Macmillan	Dictionary of Marketing and Advertising	(1998)

⁹ Following the methodological approach presented so far, this section presents references chosen from the mass of published material with the highest number of asterisks relating to any specific question or topic, ideally two asterisks or more on the Literature Classification Table.

¹⁰ Note that there was considerable more material available that could have been presented to answer many of these questions, but this material did not itself contribute justifiable elements to assist the clarity and understanding of the Form of Corporate Identity.

¹¹ As the secondary question of whether is important (Ch3) and the discussion of the Field Examples, (Ch7), demonstrate.

The earliest entry chosen was found in the Collins Business English Dictionary (1984:40) as:

“The picture in the public’s mind of a company, usually coming from the style of a company’s contact with the people, e.g.: by letters, company reports, advertising, sales promotion, delivery vehicles.”

The most recent entry chosen from the current edition of Collins Dictionary Business (2002:109) is:

“The ethos, aims and values of an organisation presenting a sense of its individuality which helps to differentiate it from its competitors.”

and as:

“A specially designed symbol or printed heading used by a company to make it more easily recognised by the general public. Such symbols or headings are used on company letterheads, business cards, invoices, advertisements and signs.”

Examination of the definitive explanations provided by these specialised reference sources indicates a generic and notable difference.

The earlier entries refer to the mental picture created in the minds of people for an organisation, whilst the later entries define Corporate Identity as the vehicles by which organisations create this mental picture in the minds of people.

The examined explanations seem to be incomplete since they address particular viewpoints and therefore they are clearly not sufficient enough to be considered as definitions. However, they allow for some justifiable interpretation and expansion of these “definitions”; but the comment by Prof Jeremy Myerson¹²(1988:21), suggests that there are possible problems with naïve interpretation and inexperienced application of the concept:-

“No branch of design is more misunderstood and maligned both inside and outside the profession than the discipline of Corporate Identity.”

On this basis it appears that any discourse towards the clearer understanding of Corporate Identity may prove challenging. At this stage careful reference to the published literature suggests that a single definition has not generally been agreed. At approximately the same time as Myerson’s comments, the editor of *Design Week* in recognition that the concept lacked universal explanation and definition, initiated a round table discussion, inviting well known¹³ professionals to re-examine; “what is Corporate Identity?” However, the outcome of the discussion was to produce many more and ingeniously varied explanations of the concept. A few years later, in 1995 an important consultant and influential author in Corporate Identity, Dr Klauss Schmidt, expressed his concern about the difficulty of finding a unanimous understanding of the concept. Through the first recorded European professional opinion

¹² A writer, editor and academic specialising in the study of the work of designers in relation to social and technological change.

¹³ Amongst these was Wally Olins who with his extended practice on the domain of Corporate Identity and bibliography, is regarded by many authors as the guru of Corporate Identity, at least in UK

research projects on Corporate Identity, dated 1989, 1991 and 1993, Schmidt indicated that the concept had different significance to different professionals in different areas of practice. In the years that followed, the need to define the concept consistently has been a recurring subject of many conferences. For example in 1995, Strathclyde University organised a conference with the primary aim simply of defining Corporate Identity. Balmer¹⁴ (1997:341) the chairman of the conference reported the difficulties of such task, and made the decision not to attempt to define the concept, but rather to formulate a descriptive statement. This outcome is known and referred to in the published literature as “*The Strathclyde statement*” (ICIG,1995) and it is evident that this statement currently influences many recent debates on the subject. The most recent and revised ICIG statement found in Balmer (2001:291) is presented in Appendix 2.3 Upon examination of the statement it was observed that it rather emphasises the multidisciplinary nature of Corporate Identity, what it does, and how differs from brand management. This fact demonstrates the difficulty of scholars and practitioners in the field to conceptualise and provide an answer to the question “What is Corporate Identity?”

Melewar and Wooldridge (2001) also raised concerns that what defines Corporate Identity is unclear in literature and in practice, resulting in the inconsistent use of the term by authors and practitioners. This was also confirmed by Design Council, Citigate DVL Smith¹⁵ and Citigate Lloyd Northover¹⁶ (2002) who stated that the wider concept of Corporate Identity, even in more recent years, lacks appropriate definition. That view was based on a research study involving 100 UK and international branding professionals, which concluded that:

“There is an intriguing disparity between corporate and marketing definitions of corporate branding, and what the press and public understand by this term.....there is widespread variation as to the definition of branding and which operations and activities it includes.”

Design Council, et al. (2002:2-3)

The notion extracted from this discussion is a notable shift from Corporate Identity understood as a mental picture of an organisation in the minds of people into the operations of organisation to create this mental picture. In addition, as the years progress the explanation of Corporate Identity in written texts becomes elusive, subjective and inconsistent.

Concluding this discourse, it is observed that although the literature is full of suggestions that there is a need for a universal definition of Corporate Identity, arguments of authors on the ways that such an explanation might be achieved were sparse.

¹⁴ Professor of Corporate Marketing.

¹⁵ A market research company specialising in Brand and Marketing issues, which since then merged with Hauck Research to become a company currently known as: Illuminas. (www.illuminas-global.com).

¹⁶ Citigate Lloyd Northover is an international corporate branding consultancy and in 2003 was part of the Incepta Group Company. (<http://www.citigateln.com> Accessed in 21/01/03, Currently the company is known as Lloyd Northover. (http://www.lloydnorthover.com/who_we_are/index.jsp).

On this basis it appears that some further discourse should continue to be aimed at producing a clearer understanding of Corporate Identity and to present a short working explanation of Corporate Identity, ideally as an unambiguous definition appropriate for widespread application and universal understanding, however elusive this may prove to be.

2.4.2 Primary Question 2: What terminology is used in Corporate Identity texts?

From the dictionary definitions it can be observed that the terms organisation, and company are always found in the context of Corporate Identity. In the relevant literature it was evident that the term is always related to organisations of every kind, commercial and non-commercial. The Literature Classification Table (Appendix 2.1) provides a visual indication of the variety of organisations whose operations are recorded in published literature and are linked in those publications with the concept of Corporate Identity, as Fig 2.4.2 Exh1 demonstrates.

Manufacturing companies;	AEG, Olivetti, and IBM, see Heskett, 2002; Ford, see Slater, 1995; Mercedes – Benz, see Schmidt and Ludlow, 2002; LEGO, see Schultz and Hatch, 2003; Siemens, see Jones, 2004 etc
Service providers;	London Transport, see Davies 1995; London Underground, see Board, 1995; KLM, see Wells, 1990; Eurotunnel, see Gorb and Turner, 1992; Orange, see Schmidt and Ludlow, 2002; Law firms such as CMS, see Schmidt and Ludlow, 2002; Computer Cab, see Cullen, 2003; Post Office, see Dowdy, 2003; etc
Football clubs;	Manchester United, see Dowdy, 2003; Schmidt and Ludlow, 2002; etc)
State authorities ;	USA Air force, see Dowdy, 2003; etc
Council authorities; Charities;	RefAid, see Lewis, 1998; Scope, see Dowdy, 2003; etc)
Various events like;	The World Cup; Olympic Games; (Huisman, 1990; Schmidt, 1995)
Social Political organisations;	Political parties; the monarchy; (Political campaigns, see Ind, 2001)
Hospital trusts;	BUPA, see Schmidt and Ludlow, 2002; etc
Universities;	Keen and Warner, 1989; Baker and Balmer, 1997; University of Sussex see Gifford, 2004
Multiple shops;	The flagship branches of Virgin records and HMV in Oxford Str, see Evamy, 1998; Our price and FURLA, see Dowdy, 2003; etc
even	
Nations, Countries and cities;	New Zealand and Ontario, see Lodge, 2002; Nation Branding, Anholt, 2003; etc
etc.	

Fig 2.4.2 Exh1 The wide range of types of organisation carrying out Corporate Identity operations.

Organisations need to communicate with their people internally and with other people and /or other organisations externally. Communication as a process is fundamentally linked in published literature with the concept of Corporate Identity (Gray and Balmer, 1998). Gorman (1994) believes that a Corporate Identity Programme can be the most powerful tool of corporate communication. According to Riel (1995) and Balmer (1996) communication is the vehicle for an organisation to present its Corporate Identity to the people who need to know and thus it is widely acknowledged as a way to influence¹⁷ people. Duncan and Moriarty (1988) and Kitchen and Schutlz (2003) argued that the communications carried out by organisations should fall into two different categories: that of Corporate Communications and Marketing Communications.

¹⁷ Corporate communication is regarded as image formation process.

Melewar and Wooldridge (2001) proposed that communications should be controlled therefore the term Management Communication is added into the terminology.

So much of what an organisation does can take the form of communication to various interested people and as the ICIG statement (2001) outlined, Corporate Identity is about the multifaceted way in which an organisation communicates with its stakeholders (Appendix 2.3). According to Gray and Smeltzer (1985) organisations communicate with people to create a favourable corporate image via a variety of means for example through nomenclature, various statements such as mission statements (Gorman,1994), imagery and graphics, permanent media; such as buildings, offices, (Schmitt, Simonson and Marcus,1995), and through promotional media; such as advertising, public relations (Garbett,1988; Clough,1990; Grunig,1993; Capon. et al.,2001; Jobber and Fahy,2003; Wilkinson,2004).

Many authors refer to the importance of people in Corporate Identity operations. The terms used in published literature, to refer to people vary and some examples of terminology include: Public (Olins,1991; Melewar,2001), – Audience (Olins,1990), – Stakeholders (Stuart,1999; Balmer,2001; Bromley,2001; Shultz and Hatch,2003), – Internal audience (Olins,1990; Sucec and Donoghue,1997; Buxton,1997), – Internal staff (Kennedy,1977; Andriopoulos and Gotsi,2001), – Interest groups (Bromley,2001), – Constituents (Argenti and Druckenmiller,2004), – Customers (Keely,2001). The involvement and importance of people in Corporate Identity affairs is confirmed by Olins (1990:17) who says that:

“Different audiences will form a view of an organisation based on the totality of the impressions that the company makes on them.”

These “impressions” develop various images in the minds of the various publics¹⁸. Olins’s quote indicates the formation of corporate impressions to be an approach driven from the organisation. So the term “impressions” seems to be related to Corporate Identity but it was observed that authors attach more importance to the creation of corporate images.

Alongside the most prominent and common terms Organisation, Communication, Image and the various terms used to describe the People involved in the processes of Corporate Identity, Balmer and Greyser (2003:1) comment that over the years, “the concepts of corporate identity, communication, image, reputation, and branding have, at various times since the 1950’s, captured the imagination of scholars and managers alike”. As a consequence, at any given time authors can give one particular concept more attention than another. Figure 2.4.2 Exh2 shows

¹⁸ Some categories of these publics may be existing or potential customers, employees, employees working in competitive or affiliated organisations, community, opinion formers, business analysts, potential investors, etc.

Balmer's and Greyser's chronological development of the concept of Corporate Identity and its related terminology. The stages of this development are briefly presented in this discussion.

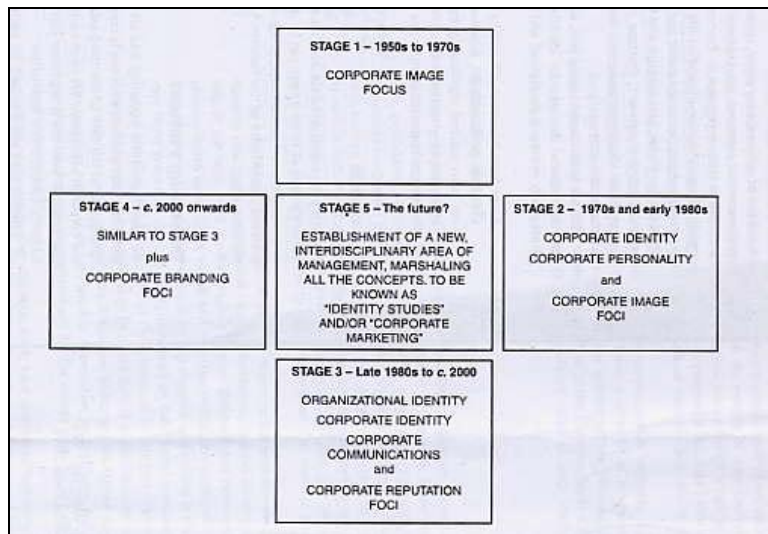


Fig 2.4.2 Exh2 The Historiography of The Field of Corporate Identity and its related concepts and related terminology. Source of table: Balmer and Greyser (2003:6)

Stage 1 - 1950s to 1970s : According to Balmer during the early years of Corporate Identity theory development, academic interest focused on the understanding of corporate image and personality rather than on identity (Balmer,1998; Simoes and Dibb,2002). For instance, Martineau (1958) identified that the elements that constitute a store's image and personality are its architecture, layout, symbols, colours, advertising and sales personnel. Nelson (1962:68) argued about the importance of image and defined it as "A composite of attitudes which a group of people hold toward a product Influence their images, and you influence their behaviour", whilst Clevenger, et al.(1965) refer to corporate image and its measurement. The study of image in later studies became more focused, exploring issues of the workings of corporate image via different marketing tools such as corporate advertising. Sethi (1979) argued that Corporate or Institutional Image has the ability to inform people on the workings of an organisation, with matching advertising. All these authors, with the exception of Martineau, published in specialised marketing publications, so the majority of the literature looking at Corporate Image is written from marketing and management perspective. Subsequently these discussions were absorbed by Corporate Identity theory.

It was observed that in literature written from a designer's perspective such as Henrion's and Parkin's (1967:7) paper: "*Design Coordination and Corporate Image*", emphasis is placed on the ways that design, in a more holistic way, then known as House Style, can contribute to an organisation's image:

“A corporation has many points of contact with various groups of people. It has premises, works, products, packaging, stationery, forms, vehicles, publications, and uniforms as well as the usual kinds of promotional activities. These things are seen by customers, agents, suppliers, financiers, shareholders, competitors, the press, and the general public, as well as its own staff. The people of these groups build up their idea of the corporation from what they see and experience of it”.

So in the before ‘Corporate Identity’ era, the design perspective supports that holistic design has the power of creating experiences and images to organisation’s audiences and there is agreement between all the scholars that organisation’s through their various operations including design can create experiences and images to their audiences which in turn can influence certain behaviours.

Clearly, Henrion and Parkin, linked their views with the then current terms Corporate Image and House style rather than introducing a new term.

Stage 2 - 1970s to early 1980s. According to Olins (1995) and Schmidt and Ludlow (2000) the term Corporate Identity was introduced in literature by Margulies¹⁹ in 1977. For Balmer, et al.(2003:66) this article is influential because “it brought the concept and the work of identity consultants, aka, graphic design consultancies, to the forefront of corporate America.” In this researcher’s view the ideas of Margulies expressed in this issue of *Harvard Business Review* lie in the deeper analysis of his explanation of the term Corporate Identity which reads as follows:

“In the somewhat specialised language of the field, identity means the sum of all the ways a company chooses to identify itself to all its publics – the community, customers, employees, the press, present and potential stockholders, security analysts, and investment bankers. Image, on the other hand is the perception of the company by these publics.”

Margulies (1977:66)

Firstly, Margulies reveals that Corporate Identity is a shorthand professional term adopted between professionals (Jargon). Also reference to the word “sum” implies aspects of co-ordination of many more disciplines than design alone, such as PR (people dealing with media), or ethical practices and investments (appealing to community), operation of people working on safety procedures and financial security, etc. However, this line of thought, although almost implied, was not picked up by the authors succeed Margulies and on the contrary overemphasised and narrowed down the essence of his comments into Graphic Design aspects. Therefore, specialised design publications that followed were written with a focus on issues of nomenclature, logos, symbols, with the majority of the early references to Corporate Identity relating to the visual identification of an organisation.

If indeed this was the intention of Margulies then it seems that he is responsible not only for replacing the European term House Style with the term Corporate Identity but also for narrowing down the holistic operations practised by organisations such as the 18th Century

¹⁹ At the time of this publication, Walter Margulies was president of world famous corporate communications, marketing and design consultancy based in New York: Lippincott and Margulies.

British Railways, AEG and Olivetti, where design in all areas was purposely and holistically used to create identifiable impressions to people. A process that clearly later on was reinvented and called Corporate Identity, or its later trendier name of Brand. Margulies's writing and practice evidently influenced the UK based practitioner working in the field of marketing – advertising – and design, Wally Olins who echoed his views and practices in UK.

Another term that is commonly associated with Corporate Identity in published texts is Corporate Reputation (Balmer,1998; Bromley,2001). The term is recognised especially in the writings of North American authors during the 1970s and 1980s. According to Balmer (1998:971) corporate reputation “refers to the perception of an organisation which is built up over a period of time and which focuses on what it does and how it behaves.” Simoes and Dibb (2002:6) add that “Corporate Reputation represents image endowed with a judgement.” During the same period, British authors introduced the term Corporate Personality in their attempt to explore the importance of Corporate Identity in communications with internal staff. The importance of internal staff in the creation of favourable corporate image, or identity was supported by the empirical research findings of Kennedy (1977) who concluded that their contribution is very important in the formation of an organisation's image or identity, since people's perceptions and experiences depend on personal contact with employees. The term corporate personality can be seen in use in published literature by Olins (1978) and reappears²⁰ in later discussions such as in Abratt (1989) and Van Heerden and Puth (1995). According to Bernstein (1989:54) “Identity is a manifestation of a corporate personality”. The personality of an organisation seems to emanate from the actions of all the employees of an organisation, and as a concept entails far more than just pretty graphics. Olins later in 1991 published his book *The Corporate Personality: An Inquiry into the Nature of Corporate Identity* in which he states that the concept of corporate personality is the most important of all terms in the area of Corporate Identity. The idea that an organisation has a personality like humans have makes organisations accountable to their stakeholders and the general public who may form their own opinions. Therefore organisations can be criticised, blamed, and perhaps even punished by the public. So in the years 1970-1980 with the introduction of the concepts of Corporate Reputation and Personality, Corporate Image takes a back seat in the discussions with the view that Corporate Identity is created as a result of the ways an organisation carries out its operations thus prevailing. This way of thinking suggests Corporate Identity to be a mental construct, however it is formally defined as the ways an organisation presents itself to the public.

²⁰ So the term Corporate personality should appear both in stage 2 and 3 of the chronological development presented in fig 2.4.2 Exh2

Stage 3 1980s to 2000: Whilst the years progressed, so did the understanding of Corporate Identity and the introduction of new terminology was a related result. Olins (1995:xi) in his book, *New guide to identity*, noted a further shift in the development of Corporate Identity literature: “In 1983 corporate identity in Europe was just emerging from the obscurity of its graphic design roots and showing signs of mutating into a significant management resource”, a management resource that in 1995 had already entered the operations of non-commercial²¹ organisations. Olins draws the reader’s attention to the fact that since Corporate Identity started to be acknowledged as a management resource, many consultancies specialising in different fields interpret the concept in their own ways. Therefore consultancies stemming in marketing and communications linked Corporate Identity to branding operations, whilst consultancies with graphic design focus linked the concept with house style issues. In this researcher’s understanding during 1980-2000 Corporate Identity is considered as a management process and many consultancies saw the opportunity for their business growth in practicing Corporate Identity operations. This led Corporate Identity practice to be monopolised by certain professions thus fragmenting its previous holistic connotation. In the view of Olins (1995: xvii) because Corporate Identity was adopted by all sorts of organisations, correctly and rightly the term Organisational Identity²², was used in the literature. Although this argument seems to be logical and acceptable at a generic level, more careful and detailed examination of literature reveals that the term Organisational Identity²³ often has different meanings and associations. Authors writing from a different perspective, that of organisational studies, talk (interchangeably in their texts) about identity, corporate identity, and mostly organisational identity introducing in the literature a new and different interpretation of the term. For example, a frequently used explanation of organisational identity suggests it is what is central,²⁴ enduring and distinctive about an organisation (Albert and Whetten,1985). Dutton and Dukerich (1991: 547) go further, defining organisational identity, image and reputation as follows:

“An organisation’s identity describes what its members believe to be its character; an organisation’s image describes attributes members believe people outside the organisation use to distinguish it. Organisational image is different from reputation: reputation describes the actual attributes outsiders ascribe to an organisation, but image describes insiders’ assessments of what outsiders think. Both organisational image and identity are constructs held in organisation members’ minds.”

²¹ Such as charities, universities, football clubs, slowly encroaching to operations of cities, regions, and nations.

²² Although Balmer and Greyser (2003) state that the term organisational identity and brand are introduced at stages 3 and 4 respectively, Olins’s comment indicates that the terms started to appear in literature as early as 1995.

²³ Note that the word ‘organizational’ is written with Z in these publications.

²⁴ i.e., the character

It seems that scholars of organisational studies perhaps as a result of Corporate Identity being monopolised by design introduced two further concepts:— Organisational Identity and Image, — to describe the impressions and beliefs of two categories of an organisation's audience: internal and external. This proposition suggests that both concepts: Identity and Image are mental constructs manifesting as people's impressions about an organisation.

As already touched upon an additional term that appears during this era, — although Balmer and Greyser (2003) report its appearance after 2000, is the term brand. It has a long standing and somewhat different meaning when used in association with Marketing and Product Reputation. Especially before 1990, the term brand was confined to consumer goods such as confectionery products, tobacco goods, cars, etc. Different brand names were used to describe and differentiate similar products that an organisation was producing. For example Mars, Snickers, Twix and Maltesers, were described in literature as brands which were produced by an organisation, in this case Masterfoods, whilst the organisation producing all these separate brands was linked with the concept of Corporate Identity rather than brand (Schmidt and Ludlow, 2002; Olins, 2003). The concept of different brands assisted organisations to offer for sale more than one products, with strong images created by design and marketing, which potentially could appeal to more people. In 1995 Olins noted that professional people often appeared to use the term “corporate branding”, usually meaning that either the corporation or a part of it is treated as a brand. This researcher believes this brief comment implies that marketers used the techniques they used to promote products, to promote the whole organisation, or part(s) of its operative units. In 1996, the combined term “brand identity” was proposed by Aaker (1996: 68) which he explained as “a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organisation members”. In other words Brand Identity reflects the qualities not only of the specific product, but also the competencies of the organisation itself. This differentiation then led to the concept that multiple brands of the same organisation can have a common set of associations that should be maintained across all brands. Schmitt and Pan (1994) postulated that Corporate Identity may be viewed as branding at the corporate level. One can observe that the term Corporate Identity is gradually replaced with the term brand by scholars and practitioners. If Corporate Identity is what the marketers all these years called branding, then that explains why Ind (1997:13) made the following statement:—“A corporate brand is more than just the outward manifestation of an organisation — its name, logo, visual presentation. Rather it is the core of values that defines it”. So authors representing organisational studies assign a new dimension and name to the understanding of what previously was described as Corporate Identity and Corporate Image.

As organisational management of Corporate Identity has become more challenging, a further shift in branding can be observed. The concept was considered from an internal perspective (Chernatony,1999). The rationale is that it is insufficient to merely create position and communicate the brand at corporate level; there is also a need for total consistency in branding, from the production process to the marketing of the final product or service. There is general agreement in the literature about the need to embed the 'brand spirit' in all company activities (Rubinstein,1996). This view suggests that brand or branding includes many disciplines. Developments in marketing literature also stress the need for integrated corporate communications a new perspective that was initiated by graphic designers and marketers seeking an overall consistency in formal corporate communications (Bernstein,1984; Keller,1993; Riel and Balmer,1997). In the view of this researcher this perspective therefore links marketing theory and design operations with communications.

This brief examination on the development of terminology indicates that all the outcomes of an organisation impact on the brand. According to Duncan and Moriarty (1998:2): "companies and brands must manage better what they do not say as well as the broad spectrum of planned (marketing communication), unplanned (e.g., word of mouth, media investigations), product (price, distribution, design/performance), and service messages they deliver."

In other words it is inferred that every outcome of every organisational process contributes in the creation of an organisation's brand.

The terms Corporate Identity and Image are not totally left out from scholar thinking. Publications from this era authors seem to favour the idea that Corporate Image and Corporate Identity are interrelated concepts. For example, Van Heerden and Puth (1995) postulate that before somebody attempts to understand the concept of Corporate Identity, they should first investigate the process by which Corporate Image is formed. This relationship is not clearly argued in the literature, with the two terms being used interchangeably, making later works difficult to comprehend (Simoes and Dibb,2002).

The most common explanation found in literature for the term corporate image, accepted by the majority of authors was: Corporate Image is the expression of the overall mental pictures that people form about an organisation (Bernstein,1984; Kotler,1997; Gray and Balmer,1997). Its relationship with Corporate Identity will be dealt in a later chapter of the thesis (Ch5).

Stage 4 2000 onwards: The term Brand is increasingly appearing in the recent literature as an alternative and perhaps synonymous term to the term Corporate Identity (Dacin and Brown,2002; Schmidt and Ludlow,2002; Olins,2003; Dowdy,2003). Robert Jones (2001:30)

at the time the head of Wolf Olins consultancy, characteristically said regarding the change of terminology:

“Suddenly the word brand took over. Every corporate identity company – indeed, almost every design company – now calls itself a brand consultancy. Brand felt somehow more real, more commercial, more urgent than “Corporate Identity”.

This is perhaps due to the difficulty of organisations to understand the elusive meaning of Identity or reflects consultant’s efforts to break away from the partial and fragmented confinement of Corporate Identity operations to graphic design activities.

If literature is examined in a collective and generic level, it can be observed that the term ‘Corporate Identity’ became ‘Brand Identity’, then ‘Branding at a Corporate level’, by which it was understood as ‘Corporate Brand’, until finally authors and practitioners began to talk simply of ‘Brand’.

The importance of this shift in the use of terminology in this thesis is the underlying understanding that Corporate Identity or Brand is influenced by every organisational act and operation, planned or unplanned, managed or not, with or without the help of external consultants.

For many scholars Corporate Identity and Brand are not the same and this difference between Corporate Identity and brand was considered important enough for academics to include it in the “Strathclyde Statement” describing Corporate Identity (Appendix 2.3). However, authors from other disciplines prefer to use the term organisational identity, leaving ‘branding’ to marketers and designers, and concentrate on exploring the relationship of organisational identity and stakeholder theories (Illia and Lurati,2006).

The terms referred²⁵ to in this discussion are those most commonly used by authors to explain and sometimes to define ideas about Corporate Identity. Additional terms and identified problems with the use of terminology will be identified as appropriate, and discussed in chapter 4 looking at issues of terminology.

²⁵ There is evidence of more specialised terminology being linked with Corporate Identity. These terms greatly extend the field of Corporate Identity and are outside the scope of this introductory discourse.

This generic overview on the terminology used in Corporate Identity discussions indicates that one cannot talk about or describe the concept without using the terms:- Organisation, Communication, Corporate Image and People.

The Historic development of Corporate Identity literature indicates that the term Corporate Identity appears in literature between 1970's and 1980's and Corporate Identity theory is based on the Corporate Image literature generated by scholars in the period 1960's -1970's. That is all the theories and postulations about Corporate Image in 1970's are adopted to explain Corporate Identity. Inevitably, if Corporate Image is simply substituted by Corporate Identity that alone explains why these two terms are used interchangeably in literature.

We can also observe that Corporate Identity during 1980's is broadly disassociated with the notion of being a mental image in people's minds and is often conceptualised as the processes responsible for the creation of Corporate Image. A conceptualisation that helped many consultancies to flourish in the period of 1980's-2000 endorsing the idea that Corporate Identity is a management resource. Hence various professions such as marketing, design, public relations etc, are seen in practice to monopolise its management. Literature of this period clearly reflects this division and definitive explanations to suit the operations of different disciplines emerge. However these are portrayed by scholars as holistic and complete definitions but are not reflecting the multidisciplinary nature of Corporate Identity operations. Corporate Identity was seen over the years to drift in and out of the understanding as the ways in which organisations are perceived by the public.

This explains the current concern of scholars for a single acceptable explanation of Corporate Identity and supports the aim of this thesis.

2.4.3 Primary Question 3: What Kind of people are involved with Corporate Identity Operations? - A general overview

Corporate Identity is widely associated in literature with the operations of various organisations, which evidently use people in many ways to perform specific required operations. This discussion identifies the general types of people, recorded to participate in Corporate Identity operations at all levels.²⁶

Published literature identifies the requirement that decision making in Corporate Identity matters should be done by senior management. It is also confirmed in the literature that various senior managers have been involved in Corporate Identity operations, (Gorb and Turner,1992; Jones,2004; Maddox,2004) and various professionals in the field propose that this good practice should continue (Turner,2000; Lodge,2002). This view is also shared by academics who propose active involvement of senior management in Corporate Identity decision making and continuous monitoring, as a way to improve current Corporate Identity practices (Balmer,1998; Einwiller and Will,2002). It is also reported that on many occasions chief executives or founders infuse the identity of their organisation with something of their own personality (Bromley,2001; Ind,2001; Schmidt and Ludlow,2002).

Continuing in this examination, the published literature confirms the involvement of middle managers as the people who actually implement the decisions of senior managers.

Human Resources, Production, Sales, Research, Marketing, and Design are all reported to be involved²⁷ in Corporate Identity operations in a substantial volume of academic literature, produced from various disciplines, such as marketing, public relations, strategy, design etc.

However, the practical involvement detail of middle managers in Corporate Identity operations is not covered in the published literature about Corporate Identity.

In contrast, the involvement of lower levels of an organisation's structure, its active²⁸ personnel section and service operatives who realise the values of the organisation, is more clearly suggested in published literature. Olins (1990:12) believes that "it is the most junior staff who have the most contact with the outside world and are therefore largely responsible for establishing how the organisation as a whole is perceived." In addition, Turner (1990:34) suggests that "Companies expose the reality of themselves in quite small ways in virtually every association they have with customers and staff alike. For example, how long does it take the

²⁶ People working at all levels of an organisation internally and externally as well as various external audiences which are exposed to the workings of an organisation.

²⁷ The involvement of these disciplines is examined in more detail in chapter 6 Ref Fig 4.4.2.1 Exh1).

²⁸ Known as rank and file people.

receptionist to answer the telephone? In what manner is it answered and with what sort of voice and accent?”

From the evidence presented in the previous discourse, organisations do need to tell people outside what they are being offered. Organisations are shown to communicate with their people, inside and outside the organisation, about what they do. Shops use window displays to show products with prices and, inside, customers can inspect the goods on display and seek advice from sales personnel (Evamy,1998). There is much more evidence in the literature that organisations use advertising; promotional events; technical brochures and catalogues; mail shots; etc., to communicate with their prospective audiences (Schmidt and Ludlow,2002). Organisations also communicate something about themselves and their values through the design of their buildings, offices, stores or branches (Verburgt,2002). This clearly involves people with various skills that contribute to Corporate Identity. Jarmel (2003:20) suggests:

“Large and small companies alike use the design of their offices, stores, restaurants, etc. to convey a positive image, which they aim to communicate to their employees, stockholders, customers and peers.”

Most large and many small organisations are reported to know all this, and it is evident that they are concerned to improve their position and profitability in their market. Some do not know all this and evidently seek professional help to achieve it. Davies (1995) in his paper about the Corporate Identity of London Transport, clearly evokes the continual involvement of external contributors (also referred to as consultants), in the operations of the organisation, from the first years of its operation. The continued involvement of external design consultancies is confirmed by Ferguson (2002), Head of design in London Transport, who is reported in Clayton (2002:11 *italics added*), to have said.

“TfL [*Transport for London*] has frameworks or pools of [*external*] consultancies, and it’s important to have diversity of size specialisation in each of the three areas, graphics and corporate identity, architecture and interiors, and product design.”

The involvement of external design consultants in the Corporate Identity operations of various organisations is also evident from publications written by consultants (Olins,1989; Henrion,1990; Turner,1992; Schmidt,1995; Trout,2001; Schmidt and Ludlow,2002; Total Identity,2003), or incorporating the views of the consultants, on the subject (Design Week,1988; Gander,1999; Nelson,2004).

The last category of people that is recorded in literature to be involved as the recipients of organisation’s activities is the general public, which can be conceptualised as external receivers²⁹. Published literature makes reference to the effect that Corporate Identity is linked

²⁹ Such as the state, consumers’ affiliated organisations, competitors, the media.

with the general public but without making clear what their detailed involvement is. From accumulated reading and the brief statements of authors, it can be inferred that people receive an organisation's transmitted communications material³⁰, selectively recognise it, form opinions about it and remember some of it. At some points in this process they may decide to use whatever the respective organisation offers, but also can make known their informed opinions to other people, via the internet and influence their decisions. This understanding is not however clearly stated, explained or presented in specialised Corporate Identity published literature. Finally it can also be inferred that upon receipt of Corporate Identity activities people create perceptions about the organisation. As the editor of Design Management Journal subtly implied: -

“Logos and Corporate marks; signage, communications, and packaging; experiences and relationships; objects and print media; Web sites and a growing array of other digital environmentsthey reach into the heart of an organisation at the same time they extend throughout the many ways in which a corporation is perceived.”

Thomas Walton,(2001:6)

Concluding this overview discussion of the diagnostic question on what kind of people are involved in Corporate Identity operations, it is also observed that organisations need to employ people with special skills, all of whom essentially contribute various things to Corporate Identity. The involvement and the importance of the differently named roles of specialised people in Corporate Identity operations and of the people receiving the outcomes of the operations is summarised in the following quote of the Senior Manager of VP Strategy and Marketing at Siemens Mobile talking to Jones (2004:5 *italics added*) about the new Corporate Identity programme of Siemens Mobile. He was quoted to have said:

“There are three big areas we really need to conquer if we want this strategy (*new Corporate Identity*) to be a success. We need to offer compelling products, develop a close and trusted relationship with the operators and retailers as well as the end user and we need to maintain operational excellence from distribution to customer care.”

Jens-Thomas Pietralla quoted in Jones (2004:5) *italics added*

So if Corporate Identity processes are to be successful then the multidisciplinary operational contribution of these people should be understood and influenced appropriately. In addition, in the context of this research study, if the Form of Corporate Identity is to be understood better, the ways in which these people operate, their role and the ways in which they influence Corporate Identity operations should be further explored.

³⁰ This was also observed in 2.4.2 where the terminology was examined.

2.4.4 Primary Question 4: What information components, activities, and processes are associated with Corporate Identity?

The types of people identified so far to actively participate in Corporate Identity operations evidently all need information to operate in their various roles. In the context of information systems, Galliers (1987:4) defined the meaning of information as “that collection of data, which when presented in a particular manner and at an appropriate time, improves the knowledge of the person receiving it in such a way that he/she is better able to undertake a (required) activity or make a (required) decision.” The range of such activities was argued by Benion (1997:2) to range from simple tasks such as “catching a train”, up to a more complex one of “running a multinational business”.

In the context of Corporate Identity which is the most “esoteric branch of design”, information is also particularly important (Lundlow,1990:255). However, the precise information needs of these operations are barely evident in the literature. One can then argue; if the nature and quality of required information in Corporate Identity projects was not given particular attention in literature, what chance is there to have drawn the attention of busy practitioners? If appropriate information is presented at the right time and in the right format is prerequisite for the successful undertaking of a task, one should not wonder why there are so many ineffective Corporate Identity projects (Appendix 1.0). Whilst the examination of information requirement in Corporate Identity projects as a topic is not expected to enlighten the deeper understanding of Corporate Identity it was considered to be beneficial towards understanding operations and perhaps devising ways to improve these. Clues to those information needs are sparse; but are found scattered throughout various publications. It was noted that specific information needs are more typically found in the published case studies of Corporate Identity Programs, where specific types of information are called for at particular stages in the Corporate Identity process. So information requirements are intertwined with the activities or various processes that authors present in their narratives recalling their professional experiences. These processes and the information that goes with them are summed³¹ up in Fig 2.4.4 Exh1. This table indicates the processes followed in each of these stages alongside with some of the information requirements.

³¹ The content of this table was extracted from various narratives of authors on various Corporate Identity projects, the activities which LEGO company carried out when implemented their new corporate branding structure (Shultz and Hatch,2003) and the views of academics on what activities and processes should be included in Corporate identity operations (Balmer and Soenen,1999).

Stage of the Programme	Information required			Author
Project Steering group formation	Individuals from the consultancy and the organisation brought together in a team, their scope is to work together all the way through the programme			Olins (1990) Consultant
Analysis	Information gathering, definition of problems, establishment of goals. Briefing sessions, Management interviews, Facilities audit, Review existing data and research, visual audit, presentation to management			Napoles (1988)
	Historic development of organisation, Corporate Philosophy, the legal structure, the market position, marketing strategies, the attitudes of personnel, public and suppliers. Visual analysis of organisation's visual manifestations. (This has its separate information requirements)			Henrion (1990) Consultant
	Gathering of Organisational, financial, and strategic information. Structured Management interviews carried out. Environmental considerations of the country that organisations operate.			Lundlow (1990)
	Information on organisation's industry, the market place, competitors, . Review of available research, reports, studies and communication material. Interviews with representative sampling of internal and external audiences. Senior executives, board members, middle management, rank and file employees, security analysts, suppliers, customers, competitors.			Downey (1986/87)
	At the stage of analysis or investigation, a series of audits takes place to find out how the organisation is perceived and why- this leads to strategic recommendations. Individuals are interviewed internally and externally. Interviews are carried out by the consultants, or research company. Design audit takes place to identify how the products, graphics and environments present the organisation. Also communication and behaviour audit may take place. The results of the audits are discussed with the steering group, action is proposed which is discussed with the board. All these lead to the development of the design brief .			Olins (1990)
	Corporate Identity audit by Senior management to identify corporate personality and test every assumption through strength and weaknesses assessment. Visual assessment of existing material to identify inconsistencies. Inconsistencies determine the objectives of the brief. And identify needed design resource.			Phillips (1995)
	The RED ACID Test is proposed to identify what changes need to be done in an Organisation's Corporate Identity. First stage is to audit all four types of Corporate Identity: The Actual – Communicated - Ideal and Desired Identity. Each audit of the different types of identity has its own information requirements:			Balmer and Soenen (1999)
	Actual Identity	Internal values, performance of products and services, competitive positioning, history. Structure, corporate behaviour	Communicated Identity	
	Ideal Identity	Strengths and capabilities, optimum corporate positioning, core values and corporate philosophy, opt products and services, opt market coverage, opt corporate behaviour, Environmental trends	Desired Identity	

Analysis continues	First Cycle: Stating the Direction for the Brand: Assessment of the strengths and weaknesses of the company is taking place, and the cultural heritage is examined. Data are extracted from: Millward Brown's Brand Tracking- Young & Rubicam's Brand Asset Evaluator Market research on the audience perception of the brand. Interviews with owner's family, archival of company's previous value statements and comparisons with the values of the competitors. All these data are incorporated to the restatement of the company's mission statement, and new brand architecture. This is tested by a market research external company. External design consultants are also involved in this stage.	Schultz and Hatch (2003)
	Second Cycle: Linking Vision to Culture: This phase is to adapt the organisational and managerial processes to the needs of the Corporate or branding process. This include redefinition and reorganisation of managers roles and responsibilities. Also to link top managers vision with the culture of the organisation and its stakeholders. Changes in CIP do not happen naturally without an implementation plan which proposes reorganisation and restructure at corporate level as well as in the function of marketing, innovation, and global business support. At this phase aligns the structure of the organisation between primary leadership and secondary by devising reinforcing mechanisms of cultural change, as proposed by Schein. At this stage many meetings and involvement of more people takes place.	Schultz and Hatch (2003)
	Third cycle: Involving internal and external Stakeholders: At his stage employees involvement activities and additional market research takes place. Direct consumer involvement influences the process. Focus groups with mothers and children in three countries takes place to ensure that the proposed branding structure fits with consumers impressions and associations. This stage also ensures managers and employee involvement through training in the new norms and values. Restructure takes place.	Schultz and Hatch (2003)
	Fourth Cycle : Intergrading behind the brand. Consistency at Local levels is ensured by training of local managers in the new way of embodying and applying the new branding and identity system.	Schultz and Hatch (2003)
Briefing	Definition of marketing criteria to establish and meet communication objectives. Project director prepares design brief: written report including: scope and market communication objectives, company's background, organizational structure, competition, marketing and advertising plans, technical requirements, research findings, proposed images.	
	It is always carried out in close relationship with organisation. Objectives of the project Criteria for the evaluation of the proposals.	Henrion (1990)
	In briefing, some means of eliciting and recording the client's aims, policies and priorities- presentation of outline design alternatives is a good technique.	Lera (1982)
	Written description of the organisation's image Design restrictions Technical design standards Place or product designation	Bernsen (1990) Design management Consultant
Concept	Briefing adjustments	Henrion (1990)
	Technical information, regulation codes of practice, handbooks and guides, is all sparse. Information should be presented in a style appropriate to the viewers.	Lera (1990) RIBA Architect

Development	Graphic exploration- prototypical development – decision making selection process. Design refinement – application of design into new prototypes- Presentation to management.	Napoles (1988)
	Design process	Henrion (1990)
	Goals of project, Constraints, client's requirements, building regulations and codes, planning requirements, designer's personal aims and values, Designing and Briefing are complementary processes, which continue during the early stages of the design process. There is evidence to suggest that design process is influenced by the repertory of designs stored in the designer's memory.	Lera (1982) Architectural design
	When the brief has been decided: decision as to whether they going to change the graphics should be taken. The following information is needed. The nature of the business that the company is in The reputation within the business Future plans for growth or development Whether people's perceptions agree with reality. The consultancy will work on different proposals, which will be discussed by the steering group. Proposals will be judged against the brief. One proposal will be chosen for presentation.	Olins 1990
	Decision making regarding the style and themes that corporate expressions of the organisation should incorporate.	Schmitt, Simonson and Marcus (1995)
Guidelines	Creation of design manual for the application and the design standards of the proposal.	Henrion (1990) Olins (1990)
	Journal reports of completed buildings should provide accounts and records for the decision taken, and the outcome. Notes on the degree that the requirements were met should be included.	Lera (1982)
Motivation	Informational and motivational stage for the internal staff. Eg: printed brochure- audio visual presentation.	Henrion (1990)
	Involvement and testing of ideas in internal staff. Training of staff into new guidelines.	Phillips (1995)

Launch of project	Launch of programme in two phases- Internally and externally. Assistance of advertising agency and PR companies is required. External launch involves advertising, brochures, sales meetings, and press releases. This launch should be done first to dealers and then to public.	Olins (1990)
Implementation	Information outline of Corporate Identity design manual. Implementation of priority tasks as agreed at a previous stage. And depends on organisation's supplies and resources.	Napoles (1988)
	Implementation plan (agreed before) and the guidelines of the design manual.	Henrion (1990)
	A cost, time and method schedule is prepared. Person responsible for running the programme is appointed. Could be called: Design, communication or identity manager.	Olins (1990)
	At this stage the implemented solution needs to meet the criteria laid and agreed the stage of briefing.	Ludlow (1990)
	Senior management decision making on allocation of time scales and resources in change implementation. Roll-out plan with budgets.	Phillips (1995)
	Management and consultants' decision making in terms of breadth, depth of the programme, cross functional integration, and the speed of implementation. Assignment of tasks and responsibilities across different departments to co-ordinate implementation.	Schmitt, Simonson and Marcus (1995)
Proposal for maintenance of CI	There is a scope to employee a full time manager to work in co-operation with the external consultant.	Henrion (1990)
	Implementation of corporate identity must never stop. It must always battle against changes and be modifies if necessary. The board must be consistently committed to the programme. Because " The corporate identity programme will have an impact on brands, branding and product design, on the design and maintenance of buildings, on advertising campaigns, and on a wide variety of other corporate activities"	Olins (1990)

Fig: 2.4.4 Exh1

Table presenting activities, processes and their information requirements as implied in the methodology followed in Corporate Identity programmes, and published in literature.

An additional reference which enlightens the search for information requirements in Corporate Identity operations comes from the “holistic process model” (Fig 2.4.4 Exh2) proposed by Schmidt (1995), of Henrion, Ludlow & Schmidt consultancy, who concluded³² that the way Corporate Identity operations were practised was far from satisfactory. In this researcher’s view, this model presents an itemised reference system and a code of practice, essentially to inform and organise the personnel and activities involved, in Corporate Identity change Programmes from which some of the information requirements of consultants at the stages of analysis and development can also be inferred.

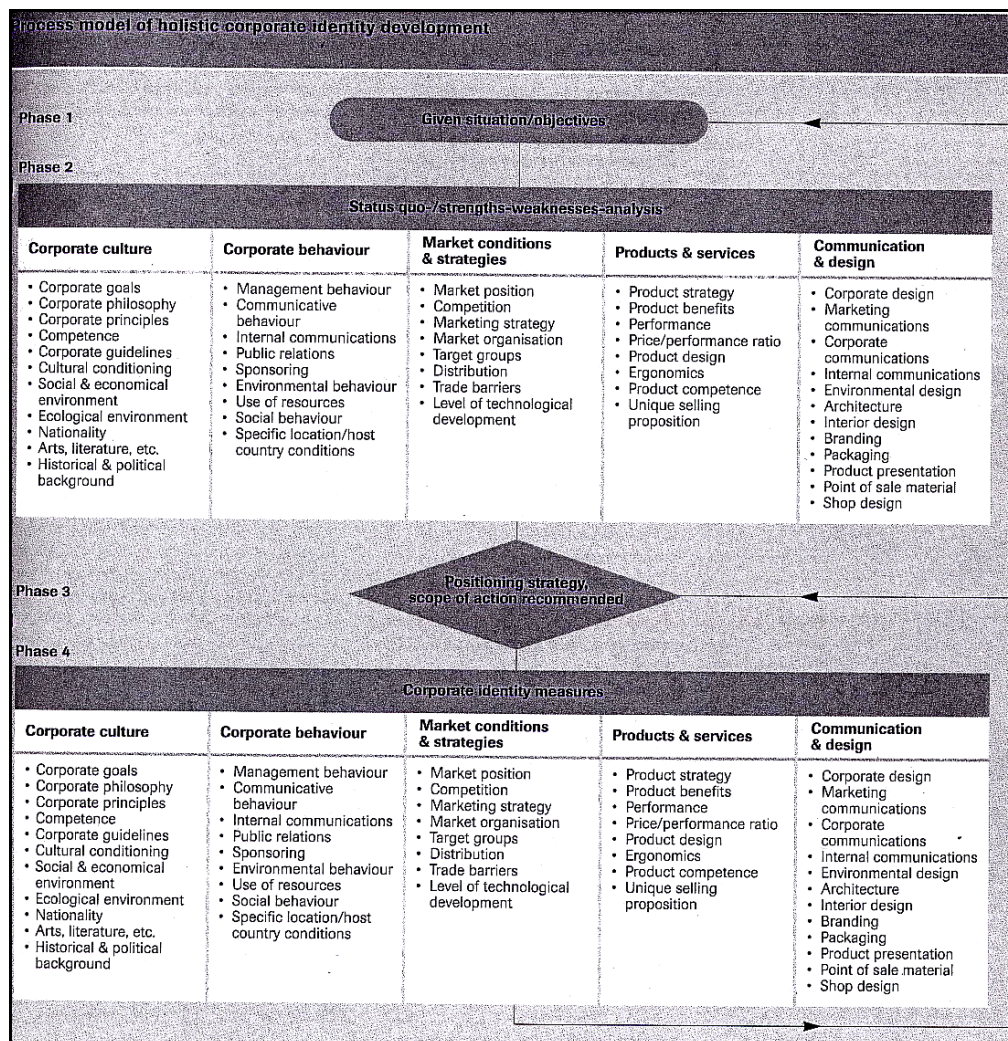


Fig 2.4.4 Exh2

Process model of holistic corporate identity development as proposed by Schmidt (1995:39).

³² From his practical experience and the three Pan- European research projects carried out by his consultancy.

In the same year, Schmitt, Simonson and Marcus (1995) proposed a sub process³³ referred to as CAM (Corporate Aesthetics Management) to assist decision making and the evaluation of creative outputs. This model illustrates that organisational decision makers need specific processes and information in relation to Corporate Identity issues in order to carry out aspects of Corporate Identity decision-making.

Altogether, the study and specification of information needs for Corporate Identity Programmes proves to be a challenging task, which has not yet fully engaged the interest of scholars. However, there are many references available to illustrate that there are various professional activities that all contribute to Corporate Identity operations (Fig 2.4.4 Exh3 and Appendix 2.3).

Auditing Costing Financial planning Profitability value Aim planning Objectives planning Specifications planning Communication messages etc	Advertising TV media Market research Public relations Promotional events Sponsorships Mission Statements Education and training Design etc		All have their own specialised information needs and practice implications
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Fig 2.4.4 Exh3 Various professional activities recorded in literature to be included in Corporate Identity operations

Despite the fact that specialised Corporate Identity literature lacks texts written on the detailed information requirements of the specialised skills that accompany Corporate Identity operations, some of these are recorded in their own specialised reference material. These separate activities, incorporate well-established and mandatory information, see Fig 2.4.4 Exh4.


Architectural design Product design Interior design Graphic design Engineering design etc		(Lera,1982; Lera et all, 1984, RIBA) ASA, DIN, ISO, BSI standards, Health and Safety Reg. Building regulations, IEE regulations, HEVE regulations Advertising standards and regulations, Trademarks, Patents, Copyrights Conway, 1987;
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Fig 2.4.4 Exh4 Table indicating some types of specialised operations, recorded in literature to be part of Corporate Identity operations, all of which must incorporate well established information and standards into their specialised practice.

All of these disciplines and processes have their own specific and mandatory information demands, (i.e., regulations, standards), in addition to the involvement of experienced personnel and the incorporation of external advice. These functions may operate as independent and/or co-ordinated units. However, it seems that the literature on Corporate Identity does not go into

³³ Which can be used as a part of the general process of managing Corporate Identity.

much detail about the mandatory information, which arguably might influence Corporate Identity. For example, if an organisation neglects mandatory Health and Safety information, this might influence negatively its reputation therefore its Corporate Identity (Molloy,2006; Appendix 2.4).

On a departmental level it is essential that information requirements should be identified and communicated in the appropriate format to the next department if Corporate Identity operations are to be co-ordinated. For example, the type of camera that is going to be used to shoot a commercial might be irrelevant in the holistic context of Corporate Identity; whilst the height, angle of the lens and the viewpoints of the shoots might be crucial for what these organisations wish to communicate. In much the same way, educational and training techniques might be left to the training manager to decide. However, the content of required training and its influence on Corporate Identity is something that in this researcher's mind needs to be specified perhaps at a higher level if processes are to be controlled effectively.

This omission in Corporate Identity literature was surprising on the premise that insufficient or even inadequate information input in Corporate Identity processes may produce non reliable outcomes.

In the context of this thesis this finding was important because:-

At this higher level, if somebody is assigned with the task of coordinating various multidisciplinary operations, essential information in terms of processes, timescales, sequence of events, interdepartmental information requirements, and most of all information requirements should be at least known to enable effective planning of activities and allocation of resources.

2.4.5 Primary Question 5: What organisational and systematic methods are used and associated with Corporate Identity?

Various disciplines were seen to be involved in Corporate Identity operations, and it might be inferred that these operations³⁴ are planned and co-ordinated! Phillips (1995) in his paper “*Strategies for implementing changes in Corporate Identity*” briefly refers to and recommends that various people and their activities need to be orchestrated and co-ordinated by organisations if their Corporate Identity is to succeed. The lack of this co-ordination was identified, by Pietralla (2004) as a problem in the way operations are carried out in practice (2.4.3). In addition, a somewhat interdisciplinary approach to Corporate Identity operations, does seem to be evident and predominant in current academic thinking on the subject (Balmer, 2001:249, see also Fig 2.4.4 Exh1 for more contributions).

In relation to Corporate Identity, the published literature suggests that various specialised methodologies are or might be used in co-ordinating the work of various disciplines to produce desired Corporate Identity outcomes. Detail of these is not much in evidence in literature. This discourse selects and presents some process models proposed by Corporate Identity consultants for effective management of Corporate Identity Programmes. In this way a historical development in the understanding of Corporate Identity Management, and the issues that concerned authors over the years is expected to be revealed.

Conway³⁵ in 1987 presented a model depicting the basic work processor application in almost every³⁶ Corporate Identity project. The following diagram (Fig 2.4.5. Exh1) illustrates this process.

³⁴All disciplines involved have developed over the years to operate individually and have produced various methodologies to improve their own operations. These separate, individual, professional and somewhat specialised methodologies, are known to exist and to work well in engineering and architecture (RIBA code of practice).

³⁵President of international marketing consultancy “Michael Peters group Plc”.

³⁶This is clearly suggested in the title of her paper: “*Corporate Identity : The Total approach*”.

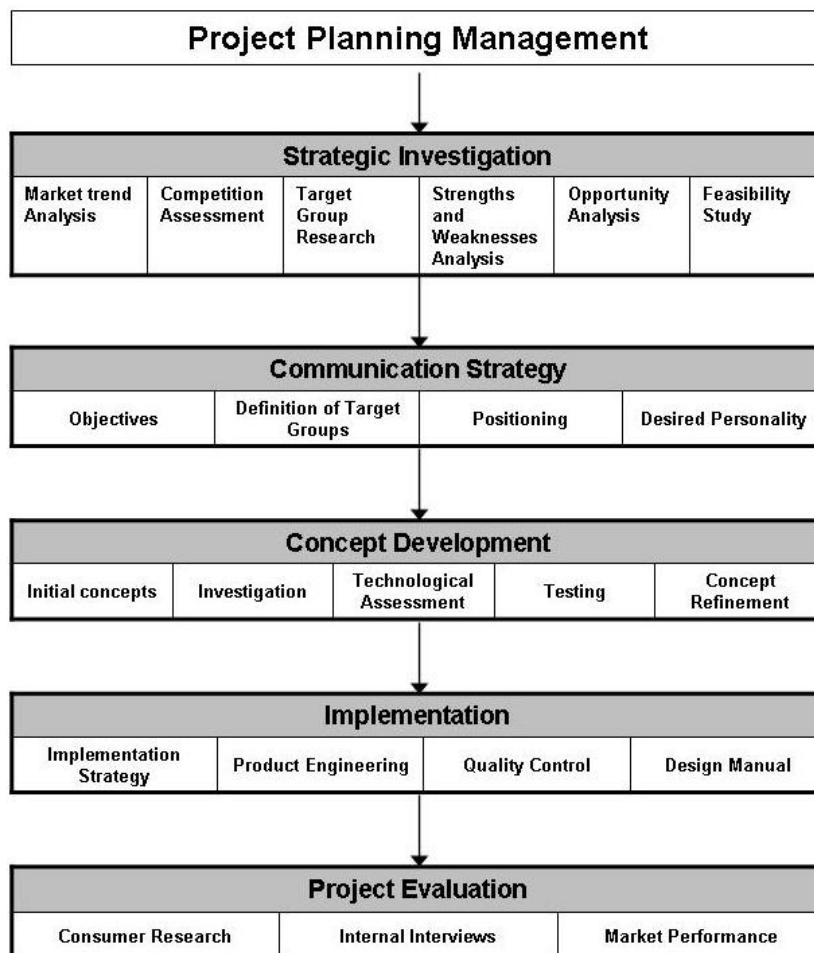


Fig 2.4.5 Exh1 Corporate Identity the Total approach. Source of diagram: Conway, P. (1987).. Idea, 35 (205):67.

Examination of this model confirms that disciplines like market research, design, engineering, market analysis, quality assessment, etc, are involved in the process of Corporate Identity. This model seems to deal with the operational aspects of Corporate Identity Design rather than the co-ordination of separate disciplines. The whole process is divided into five main stages, in which separate activities take place. It seems that Corporate Identity management is regarded as a linear process, suggesting that each stage can only start when the previous stage has been accomplished. In addition it seems that each stage is carried out by different people in the process. Clearly, if such methodology is to work, the communication between these people should be of a very high standard. For example the designers involved in the stage of concept development need to fully understand the processes carried out in the stage of “strategic investigation,” in order to interpret the findings of the strategic planners and apply appropriate design objectives. In the same way, strategic planners should be aware of the design processes in order to be able to carry out a feasibility study for a product that has not been designed yet.

In the view of this researcher, it seems that this model does not allow for parallel co-ordination of different disciplines in such a way that consistent outputs can be achieved, in the sense that one output will not contradict another. One such output might be the launch of an advert promoting a product or service that is not available for sale at the time of advertising. Therefore the process cannot be regarded as systematic.

This researcher would expect that a holistic process model or a total approach should include aspects such as: – when and how these disciplines interact and – how their activities contribute in co-ordinated ways to the whole process. A holistic process model should indicate the allocation of tasks and their prioritisation with the aim of being time and cost effective. In addition, a total approach should also consider whether there are any useful tools to assist in this co-ordination, and a closer examination of the proposed model offers hints of such tools, for example SWOT analysis, Market Positioning, Planning Objectives etc. However, it can be argued that SWOT analysis is a task that it is not solely applicable to the people working in the planning strategy, in much the same way that objective planning is not carried out only by the people working in Communication. Certainly for a total approach and holistic process, all these separate tasks should have well considered, relevant and specific task objectives. Therefore, ‘Objective Specification’ as a stage is expected to be common for all individual disciplines, and be placed near the top of the process, rather than somewhere in the middle. A complicated process like this is certainly not going to be linear; but feedback loops and checks should be carried throughout the process; the results of which are used to better inform these processes.

Published literature also provides some useful information on the methods that various external consultancies – consultants have used to assist their client organisations with the development of relevant Corporate Identity Programmes seen in Fig 2.4.4 Exh1. General comments on the content of this table as far as processes or methods are concerned will be briefly mentioned in this section.

A closer look at that these processes indicate an underlying similar structure to a model proposed by Henrion (1990) referred to in literature as the “*Corporate Identity stage by stage development process*”. The model consisted of seven stages: analysis, briefing, concept, development, design guidelines, motivation, and implementation. This design oriented approach accounts for the process that designers need to follow in the creation of Corporate Identity and are devised to accommodate the needs of a specific discipline, most commonly design management. Since evidently the literature indicates that various other disciplines are and should be involved in Corporate Identity operations, such methodologies cannot be considered as holistic or systematic.

The later work of Schmidt³⁷ (1995) proposed a four-stage process model for the development of a 'Holistic Corporate Identity' (Fig2.4.4 Exh2). These stages were: Given tasks and problem statement, Status quo and strengths and weaknesses analysis, Positioning strategy with recommendations of action, and Corporate Identity measures. This model takes into account that Corporate Identity is multidisciplinary in nature and refers to various different disciplines being responsible for corporate culture, behaviour, market conditions and strategies, design of product and services, and corporate communication. This model in the view of this researcher is the forerunner of an additional and complementary model proposed by Schmidt and Ludlow (2000) in their book "*Inclusive branding: The why and how of a holistic approach to brands*". The latter model emphasised the need for an holistic outcome and proposed that organisations need to continually monitor the operation of all the functional components of Corporate Identity. The principal idea of this process model is that all the components of Corporate Identity need to be managed consistently at all times, if Corporate Identity is to be considered effective. These are: Culture, Behaviour, Products and Services, Markets and Customers, Design and Communications. In relation to their model which is referred to as "the holistic brand management model" (Fig8.4.5 Exh5). Schmidt and Ludlow (2000:43-44) have stated:

"In the decade since the holistic approach was devised, we put it into practice in numerous situations, and it has always brought benefits: some expected, others unexpected.....
.....Holistic branding is a proven success in many and various situations, providing a whole range of benefits. A 'holistic positioning' is quite different from a conventional market positioning and provides an inspirational blueprint across all six dimensions, making the vital link between the brand vision and the practical means of delivering it. Leadership and implementation are embraced within the holistic brand management process to gain the support of all in enabling every possible resource to make its individual contribution towards the target positioning, and to delivering the brand promise."

In the view of this researcher, this model again is of theoretical rather than operational value, since it does not incorporate ways in which these separate disciplines can be co-ordinated. Therefore it is considered to be holistic because lists all the ways in which Corporate Identity is delivered but not systematic since it does not provide the ways in which these units could be coordinated. This observation may be affirmed in view of the fact that academics in the field have challenged the efficiency of Corporate Identity control by identifying lack of appropriate co-ordination between departments, due to the way organisations are structured. Academics are seen in literature to suggest that restructuring of functional departments can assist in this co-ordination. Einwiller and Will (2002) proposed a plan for organisational restructure where the

³⁷ Of the Henrion, Ludlow & Schmidt consultancy

most important functions of corporate communications are regrouped³⁸ and centralised into one department. These functions as Fig 2.4.5 Exh2 depicts, are:

- Internal communications (employee communication)
- Relationship Management with non-customers (media, investor, public and government relationships)
- Market Communications (advertising, corporate events, sponsoring)

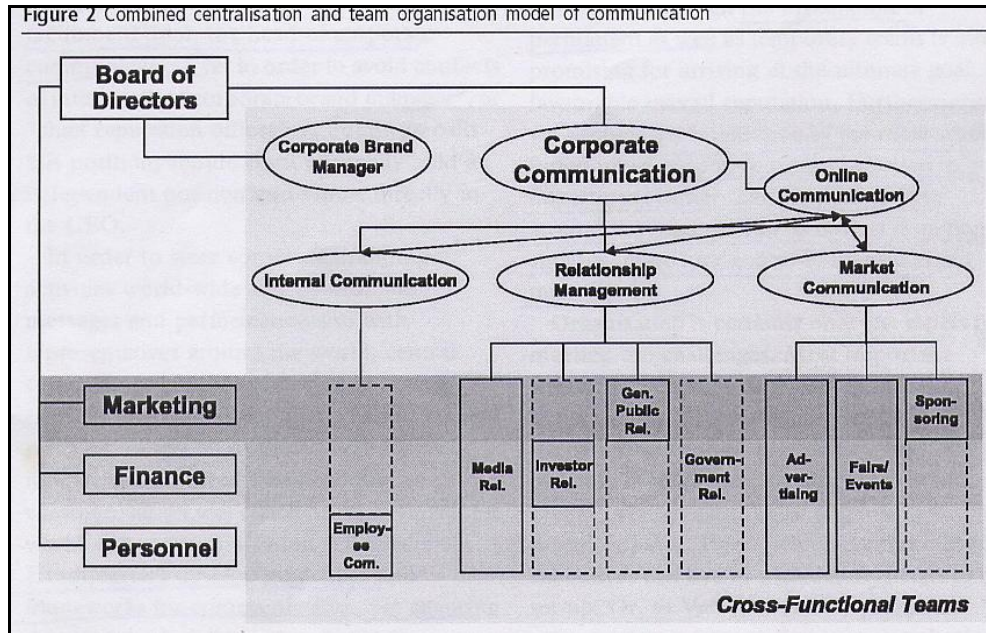


Fig 2.4.5 Exh2

The Einwiller and Will (2002:107) model of organisational structure in relation to Corporate Identity.

It should be noted here that the function of design is not included in this plan, although literature presents the view that Corporate Identity is communicated through its built environment, products and services as well as its market communication. Therefore this omission hinders the effective control of corporate communications.

Take the example of the Cumbria train derailment (Feb 07). Initial investigations found that one of three stretcher bars of the line was not in position, two were fractured and bolts were missing causing the Virgin train to derail. Clearly this put responsibility onto the Railway network maintenance department. However, at the time, the train operator Virgin was positively reported about the design of its train, since after the crash, the train remained intact, thus preventing more casualties. Surely, this crash has influenced the perceptions of people

³⁸ Traditionally all these activities belong to the departments of Marketing, Finance and Personnel. The authors proposed that it would be more beneficial if they were brought together under the command of specialised corporate communication departments.

(negatively and positively) for both organisations, and efforts to relieve more negative perceptions was emphasised by the fact that the Network Rail chief executive; John Armitt said, perhaps under the guidance of the organisation's Relationship Management specialists, that his organisation was "devastated" by the findings of the crash report. He offered an "unreserved apology" on its behalf (BBC News, 26 Feb, 2007).

Relationship Management is all very well, however, as previously seen, Corporate Identity is linked with the concepts of personality, reputation, etc, so staff behaviour, and the way staff perform their duties, is one way by which Corporate Identity is communicated. However the departments of corporate training, and of maintenance do not feature in Einwiller's, et al. (2002) model, and in the Cumbria train crash, certain employees appear to have neglected their duties. This brief example demonstrates that for a method to be considered as holistic it needs to integrate the outcomes of far more operations than its communications with its various publics, because the outcomes of every functional operation clearly have communication potential. In the view of this researcher the proposal of Einwiller and Will was found wanting, since current thinking as depicted in literature favours holistic integration of many more operations. Schulltz and Hatch (2003) also proposed³⁹ an organisational restructure in order to accommodate and implement the new Corporate Branding strategy for the LEGO toy company. It might be deduced that these suggestions and proposed modifications to the way that different parts of the organisation are structured might also indicate that there is scope for improvement in the operations currently used.

Concluding this overview discourse, it is observed that various authors, professionals practising, and studying Corporate Identity operations through their work over the last three decades have identified that Corporate Identity is holistic in character, and its management should aim at co-ordinating the operations of various different disciplines. However, each author proposes co-ordination of different disciplines and such proposals were found by this researcher to be very focused, neglecting the greater picture. The holistic co-ordinated and systematic treatment of Corporate Identity operations does not appear to be prioritised in specialised Corporate Identity literature. So:-

Literature seems to present a general lack of detailed material reporting on "systematic project methodologies" that have been successfully used and reliably reused in Corporate Identity operations. In much the same way as the understanding of Corporate Identity was partially elaborated by authors, its partial approach to its control and management by authors specialising in different disciplines, is also observed. Perhaps this is due to the way in which Corporate Identity is narrowly conceptualised.

³⁹ They were involved in the capacity of external consultants in LEGO project.

2.5.0 OBSERVATIONS – ON LITERATURE OVERVIEW DISCOURSES

This chapter intended to present an opening view of the field of Corporate Identity as portrayed in published literature, and provide an access route to its esoteric detail essentially in a structured format.

Discussion 2.4.1 on the Primary Question “What is Corporate Identity?” indicated the term due to its complex nature to lack precise definition and a shift of current thinking towards integration and holistic elaboration of the field. However, detailed evidence of practical ways of holistic conceptualisation of the concept and understanding of the field was not found at this level of enquiry.

Discussion 2.4.2 on the Primary Question “What terminology is used in Corporate Identity texts?” indicated that the conceptualisation of Corporate Identity issues has changed through the years, thus creating related concepts and terminology, the precise boundaries of which are not presented in literature. Notable limitation of the literature is the similarity or difference of Corporate Identity and Corporate Image besides the burred issue of whether Corporate Identity is the outcome; of organisational operations or the coordination of these operation to create Corporate Image. The replacement of Corporate Identity by the term brand suggests the former.

Discussion 2.4.3 on the Primary Question “What kind of people are involved in Corporate Identity operations?” identified the involvement of various people with different skills and roles, all of which contribute in various ways to Corporate Identity. This general enquiry provided some provisional indication that peoples’ contribution or influence at a holistic level,⁴⁰ is the creation of perceptions to various audiences.

Discussion 2.4.4 on the Primary Question “What information components associated with Corporate Identity?” indicated a lack of detail on specialised information requirements for Corporate Identity operations. In addition, the form and nature of the information seems to be neglected in literature. This is surprising since other design related disciplines are known to operate using mandatory and well established information requirements.

Discussion 2.4.5 on the Primary Question “What systematic methodologies are proposed by authors for effective management of Corporate Identity?” indicated the proposed methods to be theoretical rather than practical in nature. In addition, the proposed models, being consistent with the compartmentalised treatment of Corporate Identity, were found to be less holistic and systematic than their authors proposed despite the evident indication of the need for co-ordination of operations.

⁴⁰ Without getting into the specifics of the workings of each discipline.

2.6.0 PROVISIONAL CONCLUSIONS FROM THE CONSIDERATION OF THE FIVE PRIMARY DIAGNOSTIC QUESTIONS

The discussion of the five Primary Diagnostic Questions, assisted in the identification of some otherwise covert information which contributed in a general mapping of the Corporate Identity field. This treatment served as a structured and rational way of obtaining a generic view of the field, in which certain observations were made and limitations and constraints were identified.

These were as follows:-

- There is an apparent need for an holistic conceptualisation of Corporate Identity
- There is a need for clarification in the use of terminology if the esoteric Form of Corporate Identity is to be uncovered concentrating on the relationship of Corporate Identity and Corporate Image
- Current thinking in the Form of Corporate Identity seems to favour multidisciplinary contributions from various people
- The provisional holistic understanding of the contribution of people links Corporate Identity with “formation of perceptions”. An indication which at this level seemed to contradict the majority of written work on Corporate Identity, from the various and different viewpoints that have been argued over the years
- There is a need for a systematic project methodology which co-ordinates multidisciplinary contributions of different disciplines.

However, the whole picture at this stage remains incomplete, with much of the essential detail missing.

2.7.0 NEXT TASKS OUTLINED

Based on the observations and provisional conclusions of this chapter, it was decided to extend the understanding of the Form of Corporate Identity via employment of more detailed and convergent discourses on topics described by the Five Primary Questions. Although in practice all questions of Fig 2.3.0 Exh1 were discussed, the thesis presents the discussion of selected questions which contribute in:-

- The holistic understanding of Corporate Identity Form
- The relationship of Corporate Identity and Corporate Image
- The systematic co-ordination of multidisciplinary contributions in the creation of Corporate Identity

The next chapter focused to extend⁴¹ the understanding of What is Corporate Identity?

⁴¹This is facilitated by the discussion of Secondary Questions looking at its components and features, what it does and for who, and examining its topicality and importance.

3.0 TOWARD AN EXPANDED UNDERSTANDING OF CORPORATE IDENTITY

3.1.0 THE PURPOSE OF THIS CHAPTER

The purpose of this chapter is to understand Corporate Identity through examination and analysis of published material in order to identify its components, features, purpose, importance and topicality.

3.2.0 LITERATURE REVIEW – METHODOLOGY

In the previous chapter, the direct primary question, “What is Corporate Identity?”(2.3.1) was addressed as part of a general overview of the subject. The evidence presented to answer this was arguably enough for the purpose of basic explanation; but the process started to identify various anomalies and other problems, resulting from the fact that this basic primary question was insufficient. This chapter follows through a set of issues and questions generated by the field overview as suggested by (Booth, et al.,1995). It was considered that by identifying the operational components of the construct of Corporate Identity in action and the operational features reported in the practices of organisations with strong Corporate Identity to form a more idea of the whole through examination of its parts. It was therefore decided to pursue that original question deeper, using a subset of five additional secondary⁴² inspired by Plato’s following passage on how one can achieve understanding and the procedure of arriving at a correct definition, in “*Phaedrus*”.

“First, the taking in of scattered particulars under one Idea, so that everyone understands what is being talked about.....Second, the separation of the Idea into parts, by dividing it at the joints, as nature directs, not breaking any limb in half as a bad carver might”

Plato, *Phaedrus*, 265 -266D

3.3.0 THE DIAGNOSTIC QUESTIONS

Figure 3.3.0 Exh1 presents⁴³ the Secondary Questions, examined and discussed in this chapter.

2.3.1.0	What is Corporate Identity (CI)?
.1	What components and features does it involve?
.2	What does it do?
.3	Who is it for?
.4	Is it topical?
.5	Is it important?

Fig 3.3.0 Exh1 The Secondary Diagnostic Questions examined in this chapter

⁴² Ref Methodology section 2.2.0 and Full set of Diagnostic Questions 2.3.0

⁴³ Grey shaded sections

3.4.0 DISCUSSIONS TO EXPAND THE UNDERSTANDING OF CORPORATE IDENTITY

The detailed exploration towards achieving a more detailed understanding of the construct of Corporate Identity started with the question;

3.4.1 What components and features does Corporate Identity involve?

The functional components that appear in those historical examples that are recorded in literature as being successful executions of Corporate Identity form our chosen starting point. The term “components” is used in this discourse to describe the main parts, – typically objects, people and activities – that are seen to be involved in Corporate Identity operations.

Various published authorities in the field of Corporate Identity believe that the concept of Corporate Identity actually existed long before the phrase appeared (Napoles,1988; Olins,1989; Turner,1990; Hefting,1990; Myerson,1995a; Heskett,2002). Literature indicates that aspects of the concept (whatever its chosen name is), its main components and the activities of those components are evident in published reports about the operations of nations, groups and organisations, throughout history. In one of his early books on the subject, Wally Olins, who is considered to be one of the world’s most experienced practitioners in Corporate Identity suggests that Corporate Identity first emerged as an “Invention of Tradition” (Olins,1989:11). So the genesis of the concept may lie in the widespread, if unspecific, need to unite people and activities with a common purpose – and the requirement to signify that need to other groups. In this respect, the roots of Corporate Identity may grow out of the human desire to belong somewhere, to relate to other people and to co-operate in common purposes; a desire that admittedly existed long before the phrase Corporate Identity was actually coined and used in a commercial context. Following the same line of reasoning, Turner (1990:29) a board member and principal consultant of Wolff Olins at the time of the publication, argued that the concept of Corporate Identity “predates civilisation itself, and is at the very core of human behaviour.”⁴⁴ Many authors point to the first signs of Corporate Identity concept in action by citing the first organised social groupings of people, as tribes, and later as countries, nations, religious groupings, etc. It is noted that tribal groups have used visual symbols as devices to make vital communications, both within their group and also to other outsiders (Napoles,1988; Turner,1990). In this researcher’s view these visual devices signalled important messages, frequently around sophisticated codes of social behaviour. Such messages varied in context, depending on the associations that individuals shared with their groups: they included issues

⁴⁴ By human behaviour, this researcher understands social human behaviour.

such as the need to distinguish between ‘friend’ and ‘foe’ in potential conflict, and rituals using clothing, flags, ceremonials etc., (Ludlow,1989).

Similar constructions can also be seen in the emergence of a new tribe, country or religion, around which one can encounter the adoption of a new name, a new flag, or new religious symbols (Olins,1989; Turner,1990; Myerson,1995). Another example often cited is Napoleon’s France; so too are the Ancient Greek, Roman, Byzantine, Ottoman empires, as well as Christianity, Judaism and Islam (Hefting,1990; Myerson,1995).

At this point the question emerges of whether the term Corporate Identity is appropriate to describe the operations of such social groupings. The etymology of the term “corporate” seems to provide an answer this question. According to Chambers dictionary (1991:229) the term derives from the Latin word “corpus,” meaning “the body”, and in English the term is used to describe a body or society authorised by law to act as one individual unit, such as a town council or, in its most commonly used context, a company or an organisation.

Examination of these historical - social examples indicates the most evident working components of Corporate Identity to be: various visual, verbal and cognitive manifestations purposely contrived to communicate, in an organised and holistic manner, the aspirations or desires of a social group. Such purposeful desires are communicated through visual signalling; sounds and word of mouth phrases, miracles, behaviour, written messages and records. These items develop into complex cognitive ensembles such as language forms, cultures, written rules, expected behaviour, beliefs, ideas, and aspirations.

All these seem to contribute something to the creation of the group’s identity. However as already briefly seen in the previous chapter, specialised literature on Corporate Identity concentrated for many years on its graphic representation, and only recently upon its non visual expressions.

Specific details about the workings of Corporate Identity can be observed extensively in the more recent historical example of the German Third Reich, which featured powerful and consistent use of strong elements of visual manifestation to present itself and communicate with people. Such recorded details in operational level are understood by this researcher as the features that characterise the concept. Despite the demise of the Third Reich, this was an important example of an Image and Identity that was deliberately planned and powerfully implemented. That the Third Reich was an exemplar of a very cleverly managed Corporate Identity, showing a powerful consistency of its symbolism, is a well supported view shared by leading authors in the Corporate Identity field (Olins,1989; Ludlow,1989; Turner,1990;

Hefting,1990; Myerson,1995). The regime used colour and symbols, posters, banners, art, buildings, uniforms, signs, language and also body movements. Art and design, were deliberately and extensively used to instil in people a strong sense of belonging with an idealised Arian ancestry. Likewise the regime orchestrated its social behaviour to inculcate well defined and consistent beliefs. This very evidently contributed to powerful feelings of national strength and self importance (Hefting,1990; Staal,1990; Myerson,1995).⁴⁵ All of these communicated and furthered its purposes and objectives. Consistency was at the time formidable and it remains outstanding. Currently authors declare consistency, as the characteristic feature of strong Corporate Identity (Rowden,2000; Burghausen and Fan,2002; Cornellissen and Elving,2003).

The Third Reich's strong identity was the result of the ways in which the basic elements of visual, verbal and cognitive manifestation were used to create consistent communication of the regime to its different audiences; not just the uniformity and sameness of printed graphical material that literature on the subject usually refers to.

All these early historical examples evidently involved human groups creating their own identities to manifest their special existence and purposes. In this researcher's view these historical examples illustrate the working components of Corporate Identity to be: combinations of various people working together with common purposes, involved in specific deliberate actions, producing various outcomes.

The descriptive approach to an historical understanding of the current concept, clearly reveals that the most basic functional components of Corporate Identity are:-

1. People
2. Activities
3. Outcomes

In addition, some observed operational features of Corporate Identity activity are:

- Clear purposes and objectives
- Deliberate planning
- Systematically controlled
- Consistency in symbolism :-visual, verbal, behavioural
- Orchestrated operations
- Coordination of activities
- Powerful Implementation

⁴⁵ For instance, the "Heil Hitler" greeting.

Such historical examples are easily recognised in the literature and are seen to have similar features to the contemporary ideas about Corporate Identity. Similar components and features are widely reported wherever people are found to collaborate to develop culture, commerce, and industry, etc. Relevant names include;- Singer, Hoover (Crainer and Dearlove,2003) - Heinz, Shell, BP petrol, (Best,1989; Melewar and Wooldridge,2001) - Coca Cola, (Lieverse and Lute, 1990) - Braun (Lieverse and Nijs,1990) - Liberty style, Arts and Crafts, William Morris Company (Hefting,1990a; Hefting,1990b - Chippendale, Olivetti, Ford (Model T), Rolls Royce, Volkswagen (Staal,1990).

From such a spectrum of organisations, this researcher chose to review three well-known commercial European organisations – the 19th Century Railways in the UK, Germany’s AEG, and Italy’s Olivetti – so as to examine whether the components and features of Corporate Identity in a commercial context, share any similarities with the components of the social examples presented so far. These commercial organisations were selected for two reasons: Firstly, because they all have considerable reported evidence of multi-activity contributions to their respective Corporate Identities. This contrasts with single brand Identities of organisations like Coca Cola, Heinz, McDonalds (Crainer and Dearlove,2003). Secondly, because the operations of these organisations are directly linked with the concept of Corporate Identity, and are used as exemplars of Corporate Identity operations (Balmer,2008). However, a more extended view of companies reported in published literature can be formed from the examination of Appendix 2.1. The reported published extracts were chosen from the extended works of various authors in relation to the following organisations.

Allen, (1962); Hefting, (1990); Olins, (1990); Schmidt , (1995); The LNR encyclopaedia, (2006); Wikipedia encyclopaedia, (2006)	The British Railway companies
Buddensieg and Rogge, (1979); Olins, (1989); Hefting, (1990); Myerson, (1995); Heskett, (2002)	AEG (All Gemeine Elektrizitatsgesellschaft)
Kicherer, (1990); Lieverse and Nijs, (1990); Visser,(1990); Heskett, (2002)	Olivetti

Fig 3.4.1 Exh1 Sources used to compile for the presentation of three exemplars of Corporate Identity.

19th Century Railways: A wide range of activities contributing to Corporate Identity

Napoles (1988), Hefting (1990) and Olins (1990) believe that the idea of Corporate Identity in commercial context and its current conceptual form has its origins in 19th century. Hefting in particular points out that the basic modern operational principles of Corporate Identity can be seen being used by various independent railway companies in Britain, as a means to differentiate themselves from their competitors (Hefting,1990).

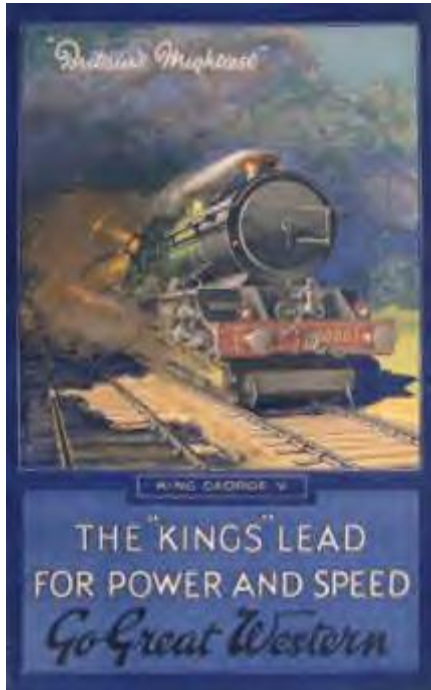
Railway companies in Victorian times were said to be “fiercely independent and competitive” (Schmidt,1995:2). However, these substantial but regional companies were not profitable and needed systematic amalgamation to become larger and more efficient, as a combined integrated British Railways service provider (The Railway Publishing Company 1898-1912). According to Olins (1990) this process of amalgamation, was a significant problem that needed to be addressed.

Corporate Identity related literature makes particular reference to the ways in which the British Railway companies used design activities to produce visual rationalisation and easier identification – with considerable success. Subsequent activities included the creation of visual differentiation⁴⁶ (Wikipedia,2006), uniformity or consistency: - in product design, particularly in its rolling stock (Schmidt,1995), - in the design of the railway stations (Balmer,2008), - in the design of interiors and exteriors of the trains, as well as - in the design of printed material and personnel uniforms (Hefting,1990). Design standards for the correct use of this visual manifestation of the company were evidently used: Schmidt (1995:2) reports that “The North Eastern Railway Company produced a visual identity design manual, well before the First World War.” It was observed that this planned rationalisation also involved co-ordination of operational features, such as service policies, operating schedules, information provision, etc. Similar needs to differentiate between the large regional service providers, that were previously known as GWR, LNER, LMS, still remained within BR, and were manifest in their distinctive different styles of presentation and their operations. This differentiation also involved cognitive and – emotional aspects. Hefting (1990:34) mentions that each division of the combined company wanted to provide its own unique experience and service to its customers, “The traveller entering a railway station should feel as if he were entering a royal palace,” for example, at Kings Cross, St Pancras, Paddington and Waterloo terminals. More recently Balmer (2008) remarked that 19th century Railways is an early example of a corporation that

⁴⁶ For example the LNER most commonly used lined apple green colour on its passenger locomotives in a distinctly lighter and brighter tone from the green used by the GWR and unlined black on freight locomotives, both with gold lettering. Whilst the interior of its passenger carriages was in a varnished wood finish, with frequent use of teak veneer.

understood the advantage of integration of corporate design with communication in Corporate Identity operations.

GWR claimed to be the most splendid, (Allen,1962), whilst LNER exploited its world speed records (The LNER encyclopaedia,2006). These attributes are clearly incorporated in the design of their promotional advertising posters (Fig 3.4.1 Exh2 and 3).



Exh.2



Exh.3

Fig 3.4.1 Exh2: "The Kings lead for power and speed": Great Western Railway poster, Source of image; <http://www.steamloco.pwp.blueyonder.co.uk/LMS.htm>

Fig 3.4.1 Exh3: "Take me by the Flying Scotsman": London & North Eastern Railway poster, 1932. Source of image; <http://www.york.ac.uk/inst/irs/irshome/papers/locodriv.htm>

The 19th Century Railways Example offers clues to some operational principles of effective Corporate identity operations. These were seen to be: -

- Co-ordination of design in all areas
- Design specification in all areas
- Co-ordination of operational policies and design to create consistent experiences
- Integration of different disciplines' to achieve specified differentiation

Therefore it can be observed that, the ways in which British Railway companies differentiated themselves included a wide orchestration of a range of activities, which included design activities, rather than activities that were solely based on design activities.

AEG: ⁴⁷Consistency of Corporate Objectives to achieve unique Corporate Identity

Early in the “20th Century a fragmented group of German manufacturers started a deliberate process of commissioning design to compile a unified way to present itself, in public. Starting in 1907, this was to develop as the now internationally known AEG (Hefting,1990). AEG is the first company to be widely credited with using design positively and extensively to achieve unified corporate objectives. Behrens was appointed in 1907 as artistic consultant, (Schmidt,1995) to the Berlin based AEG company (Fig 3.4.1 Exh4).



Fig 3.4.1 Exh4

Behrens' Logo for AEG: <http://www.art-service.de/pics/artikel/13151N.jpg>

Although the name of Peter Behrens is singularly associated with the creation of AEG identity, many people were evidently involved and all their contributions were important. The example of AEG illustrates that Corporate Identity is not a result of one department's work, or one person's. The founders of the company: Emil and Walter Rathenau, as well as the works director of AEG, Paul Jordan, certainly initiated, co-ordinated and funded the process. All these people had strong ideas about what the design of a “Turbine House” (Fig 3.4.1 Exh5) could achieve for the company, which continued to apply design consistently to translate their beliefs in their little known manufacturing group, AEG, into a technological leader in the current market place.

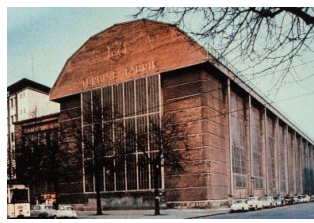


Fig 3.4.1 Exh5

The Turbine House: AEG Factory 1909 Berlin. Source of illustrations: <http://www.usc.edu/dept/architecture/slide/ghirardo/CD3.html>

⁴⁷ (All Gemeine Elektrizitätsgesellschaft)

Behrens and his associated design team, included prominent names such as the Walter Gropius, Mies Van De Rohe and Meyer, who all contributed to the creation of a prodigious output (Olins,1989). This output had a broad range of applications, ranging from, worker's housing to factories; domestic electrical products to industrial turbines for power stations; communication material ranging from letterheads to international advertising and exhibitions material. All these were designed in a co-ordinated and consistent way, which produced a style that could be seen perhaps as the forerunner of the Bauhaus movement, which still continues to influence design thinking and developments internationally. The operational model of AEG was used to influence many other Corporate Identity Programmes (Ludlow,1989; Olins,1989; Hefting,1990; Henrion,1990). If AEG is considered to be an exemplar of Corporate Identity operations then, it may well then be used as a basis to provide indications for the components and features of Corporate Identity.

Consistency in Corporate objectives is an observed feature in AEG's operations. When the Rathenau brothers founded the company, they had a strong sense of mission, (Buddensieg, et al.,1984) believing that "socially orientated art" could be applied to improve people's lives. Also, they held that people and customers should benefit from the outcomes of this belief. People were able to buy products that worked well at affordable prices. Another factor which contributed to the development of AEG's Corporate Identity was that the Rathenau were very proud to be Germans. This led the company to create well thought out and manufactured products, which did communicate these qualities to the rest of the world.⁴⁸ The idea was communicated that well-designed products connoted high standards and quality. In the view of Jordan these actions increased sales, and became central to the way the company was run. Myerson (1995:29) adds:

"Graphic communications, products and buildings were all transformed, as was the AEG symbol itself. AEG posters of the period faithfully captured the dramatic new hard-edged style, a catalyst to the Modern Movement."

Clearly, the activities involved in everything that AEG produced as entities were co-ordinated and signalled as consistent messages to people.

The ways in which design was used in order to create coherent images to impress the company's audiences, and the role of company's founders in this process, is strongly evident in the literature covering AEG's operations.

⁴⁸ The operations of AEG certainly contributed to the creation of favourable impressions about German products and manufacture in general.

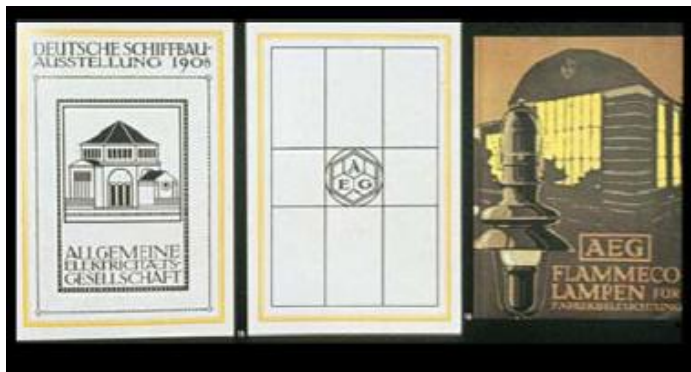


Fig 3.4.1 Exh6 Advertising posters created by Behrens for AEG. Source of illustrations: <http://concise.britannica.com/search?query=AEG>

The clearly defined objectives and culture of the company, which were identified with the expectations of the founders, were clearly communicated and understood within every department of the company and to its competitors outside. The lack of which according to McInnis (1988), Ludlow (1989) and Keeley (1991) results at least in a damaged Corporate Identity.

Olivetti: Understanding the needs of the market

At about the same time as AEG was beginning its operations in Germany, another company founded during 1908, by Camillo Olivetti in Ivrea, was starting its operations as the first company to produce typewriters in Italy. In the years that followed the company became one of the country's most successful businesses, and as such, positioned itself amongst the most eminent examples of international Corporate Identity (Kicherer,1990; Visser,1990).

Olivetti gave special attention to its customer's needs, with products designed and manufactured to be used, by its valued customers and also to be seen to work better than its competitors (Kicherer,1990; Kerschbaumer,2006). The M1 model typewriter, produced in 1911, was the first instance of Olivetti using design to specifically meet the urgent requirements of its most important prospective customer, the Italian civil service.⁴⁹ Olivetti was reported to be the first company to identify the needs of a specialised market sector, and to develop appropriate products to fulfil these needs (Kicherer,1990). Advertising posters were created to communicate the new advantages of speed and efficiency that could be gained by other offices using Olivetti products (Fig 3.4.1 Exh7).

⁴⁹ The civil service had a particular need to type in a four column format, and no other typewriter manufacturer apart from Olivetti took the trouble to specially design and incorporate that facility into its product (Kerschbaumer,2006).



Fig 3.4.1 Exh7

The Olivetti M1 typewriter and its advertising posters. Source of illustrations Kicherer (1990:5). The first poster for the M1 was designed in 1912 by Teodoro Wolf Ferrari, featuring the Italian national poet Dante Alighieri, almost recommending the M1, whilst its speed was an additional feature of the product.

Olivetti products not only performed well, but also looked appropriate for the task they were designed to perform. Inspired by his visit to a Ford factory in America in 1925, Adriano Olivetti introduced some of Ford's ideas based on efficient US organisational structures and operational procedures, together with specially designed training programmes for its employees, all of which inspired new company personnel policies. All these activities were clearly co-ordinated so as to contribute to the company's growing reputation (Kicherer, 1990).

Adriano Olivetti had philosophical aspirations and saw his company as a vehicle to express these. Olivetti also tried to demonstrate that it cared about society and its own employees. Its operation included not only factories and administration buildings, but also sick bays, kindergartens, canteens, libraries, rooms for cultural events and sport centres for its employees and their community (Olivetti, 2006). Olivetti's contribution to culture and community has been recognised as exemplary. For example, the EU Culture 2000-project "MoMo Neighbourhood Cooperation" presented case studies of four exemplary European Modernist communities amongst which was Ivrea in Italy, a town that owns its culture to the operations of Olivetti.

Olivetti maintained its own in-house design department to manage the visual manifestations of its developing identity, in all its corporate subdivisions. Olivetti used different modes of communication effectively, and clearly understood the importance of corporate communication, not only in written format, but also as pictures, graphics, behaviour, care for its employees and society in general. In addition, activities nowadays referred to as HR, PR, Corporate Responsibility, etc, that have only recently been connected with Corporate Identity, were holistically integrated to communicate consistent messages and created Olivetti's identity as

early as the 1920s. This co-ordination of activities has led authoritative writers to celebrate Olivetti's Corporate Identity:

"Between 1927 and 1960 an entire concept of corporate identity and a corporate image was built up, long before this concept was introduced in economic terminology."

Kicherer (1990:18)

From these three European examples it's clear that the common general operational principle characterising Corporate Identity activity is the co-ordination of various and different activities, the interaction of which is led by clear and common objectives. An additional trait is that the overall outcome of this coordination to produce products, services and experiences seems to contribute to the creation of various impressions to interested people and a successful and sometimes powerful Corporate Identity. In relation to the question discussed in this section, therefore: –

Corporate Identity is at least a complex synergy of people, activities and entities, together with their special working cooperation to achieve desired objectives, all contributing to influence favourable experiences and opinions in its various audiences.

This understanding, is illustrated in Fig 3.4.1 Exh8.

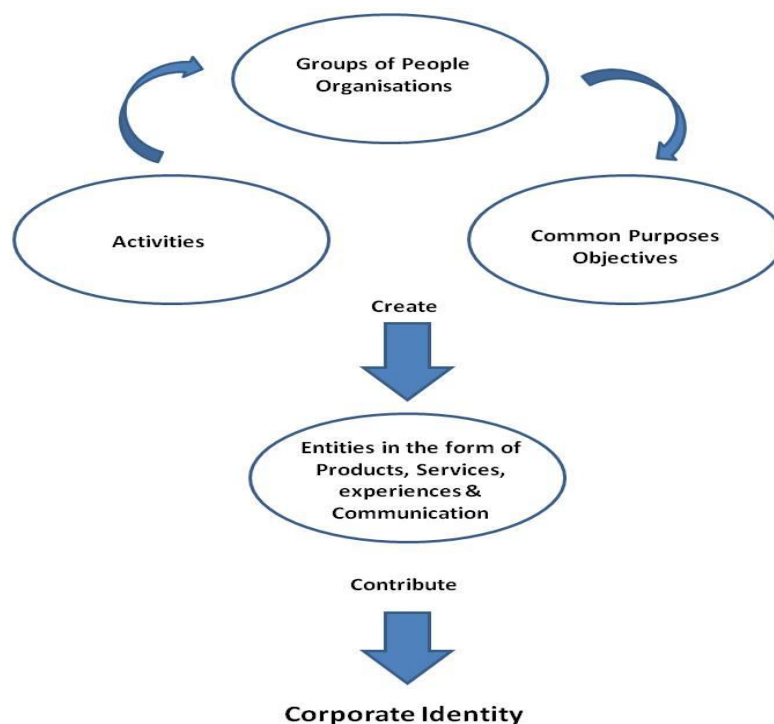


Fig 3.4.1 Exh8

Diagram depicting the basic components of Corporate Identity with their basic interactions and contributions (Miggou, 2007).

Careful examination of the presented examples reveals more detail⁵⁰ about the operational components. A few of these are extracted and summarised in Fig 3.4.1 Exh9.

People (observed in discussion of examples)	Activities - (observed in discussion of examples)	Entities - (outcomes of activities contributing in achievement of desired objectives)
Founders and prime decision makers Various contributions from named people in named positions	Communication of Quality of German products (AEG) Enhance reputation of National Origin of Products (AEG & Olivetti) Inspire employees and society with their beliefs and philosophies. (AEG & Olivetti) Decision making for amalgamation of Company (British Railways) Initiate activities For Corporate Unification (British Railways) Planning and supervision of company strategy (AEG & Olivetti) Creation of operational procedures (British Railways & Olivetti)	Mission Statement National Identity characteristics ; Quality of German Products-Italian Design, etc Increased Corporate Social Responsibility of the company Rationalisation of operating units Identifiable and recognisable company Consistent and co-ordinated company outcomes Operating procedures and standards
Employees internal (Directors, managers, sales)	Implementation of decisions coming from the top (British Railways, AEG & Olivetti)	Consistent presentation of company and provision of consistent service, resulting in the creation of positive experience for external people
Research & Development	Identification of market needs (Olivetti) Identification of attributes that enhance users experience (British Railways & Olivetti)	Market Segmentation Fulfilment of specific market need, via appropriate products Positive and different experience gained from use of services, thus assisting in company differentiation and its better identification
Designers Developers Manufacturing operators Quality Controllers Service operators Sales Staff	Creation of Visual Consistency (British Railways, AEG & Olivetti) Development and design of appropriate products (AEG & Olivetti) Design of appropriate services (British Railways) Design of appropriate buildings (British Railways, AEG & Olivetti) Design of printed material (British Railways, AEG & Olivetti)	Design Guidelines - for consistent buildings, Products, Uniforms, Advertising material result in organisation's effective recognition and identification resulting in company's unique style Products satisfying client's needs, resulting in company's differentiation from competitors and success Customer satisfaction and creation of favourable experiences Purposely designed : Buildings, Stations, Offices, Factories to signal: company's values and attributes consistently Appropriate display of Advertising posters, Information booklets, Timetable schedules, Tickets, contributing to effective communication
Public relations	Activities signalling ethical responsibility of the company	Sponsorship, patronage, services for the society
People External Contractors Customers Stakeholders Beneficiaries Opinion formers	Impression forming (British Railways-AEG- Olivetti) Receive informative communication Recognition processes for companies and their products Communicate with other people Benefit from services and products that work well	Result in Good / negative company reputation Informed decision making Recognition for the company Word of mouth influencing negative or positive reputation Improved Life style

Fig 3.4.1 Exh9

Shows a general outline compilation of people classified approximately by professional roles and activities, resulting in outcomes (referred to generally as entities) all of which contribute collectively to Corporate Identity.

⁵⁰ Such as the type of involved people, the activities engaged and their outcomes

This detail presented in the form of keywords was retrospectively found to be connected with the concept of Corporate Identity in specialised Corporate Identity published literature, throughout the concept's historical development, and in many cases the reference was found to take the form of a recommendation about how to improve Corporate Identity operations.

It is inferred that the separate activities of organisations such as design, manufacture, research & development, advertising, promotion, marketing, architecture, market understanding, user needs analysis, social responsibility, employee training, etc, work together to produce outcomes which signal consistent messages and form experiences to the users of their products and services, and have a collective influence on their respective Corporate Identities.

Corporate Identity, then, can be linked with the notion of outcomes (Fig 3.4.1 Exh10):

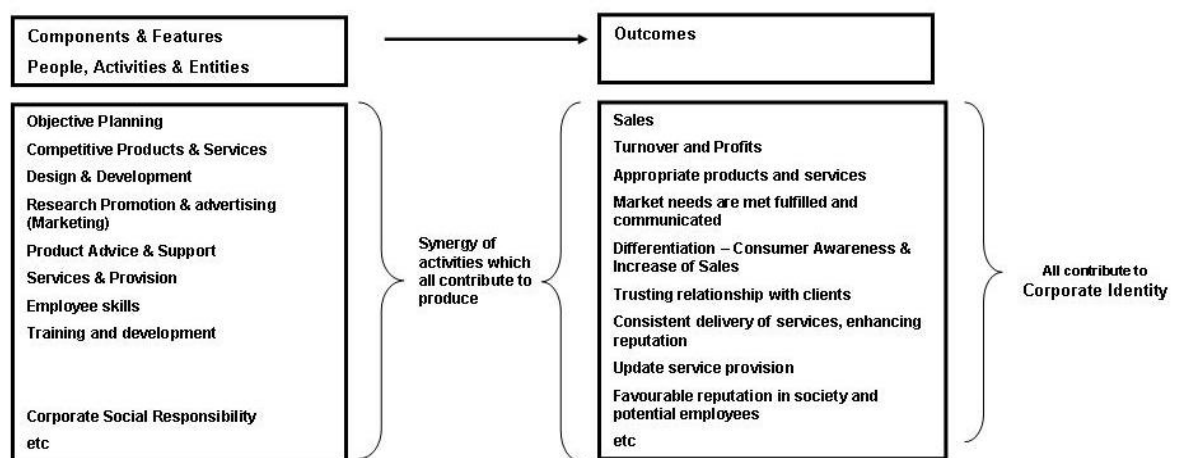


Fig 3.4.1 Exh10 Schematic presentation of how Corporate Identity is achieved, maintained, and develops, via some of its component outcomes (Miggou,2005).

By contrast with our three examples, less noted Corporate Identities seem to be less noted because they have resulted in negative outcomes. For example, the strong and consistent operations of AEG can be compared with the operations of Benetton, whose controversial advertising stimulated unfavourable comment from the general public and so damaged the company (Crainer and Dearlove,2003; Jobber and Fahy,2003). Benetton has clearly operated with a lower profile since it ended its “thought provoking” advertising. According to Kotler (1994) this adverse situation was outweighed by the outcomes of other activities.

The treatment of the secondary diagnostic question of this discussion, has extended the understanding of the primary question; what is Corporate Identity.

Thus, Corporate Identity is influenced from the outcomes of many operational units of an organisation. These outcomes are variously understood by some collective audience. When the majority of these outcomes are ‘enjoyed’, then the organisation is understood as having a strong Corporate Identity. But when mistakes are made, these influence Corporate Identity in less desirable ways.

3.4.2 What does Corporate Identity do?

At a basic level, the literature presents various narrow views describing Corporate Identity simply as two dimensional⁵¹ design. These are the views of authors such as, Tony Pearson⁵² quoted in Cheston (2001), Thomas Walton⁵³(2001) and Ellwood (2002). A quick search on Internet using the keyword ‘Corporate Identity’ indicates that this narrow understanding is currently held by many organisations, which in their websites under the sections labelled Corporate Identity provide information on their logo and its application. Examples here include Warwick University, Hampshire County Council, University of Kent, Edinburgh International Conference Centre and the British Bankers Association. If these views are to be accepted, one would expect to find similar views in literature regarding what Corporate Identity does – perhaps along the lines of what two dimensional design does. For example, for an organisation Corporate Identity provides guidelines for these designed outcomes and perhaps co-ordinates them accordingly (Napoles,1988; Schmidt,1995). This is reported as being potentially useful for the people involved, as it assists in their recognition and identification of the organisation (Christensen and Askegaard,2001; Keely,2001).

In contrast the literature offers plenty of views as to what a strong Corporate Identity can achieve which can not logically be outcomes of Graphic Design. These claimed outcomes are presented either as benefits of strong Corporate Identity (Schmidt,1995; Selame,1997) or as factual outcomes of successful Corporate Identity Programmes. Balmer (1998:964) states; – “some writers have measured the benefits of well managed corporate identity and as such have concentrated on the concepts of corporate image and reputation”. The question being asked here is how graphic design alone can influence corporate reputation and image? Fig 3.4.2 Exh1 summarises⁵⁴ the benefits that successful and strong Corporate Identity or Corporate Identity Programmes (CIP) are claimed to achieve. These are grouped, summarised by this researcher

⁵¹ Illustrated by a wide range of outcomes such as signage, product, transportation, annual reports, advertisements, logos, packaging, uniforms, retail interiors, letterheads.

⁵² Senior vice president in Marketing of Berni marketing & Design.

⁵³ Editor of Design Management Journal.

⁵⁴ The selection was based on the literature Classification table presented in Ch2.

and presented (1st column), along with their references (3rd Column), and are further expanded to explain how they may influence the organisations and interested people (2nd column).

What Corporate Identity is claimed to do. (Usually claimed as benefits in published literature)	The effects on the organisations and people involved	Author/ Reference
Provides mechanisms to monitor audience perceptions	This provides early warning for the organisation to take appropriate and informed actions to influence these perceptions	Downey (1987)
	Provides a platform for dealing with essential issues like how the organisations wish to be perceived and how this can be achieved.	Napoles (1988)
	Corporate Identity can build understanding and commitment among its diverse stakeholders and assist the company to retain its existing customers and attract new, to attract more finance etc.	Schmidt (1995), Balmer (1998)
Provides the framework on which effective communication can be built	Allows all components to work with common guidelines and reference systems.	Napoles (1988)
	Reinforces the organisations future as a whole corporate body with common aims. (University of Salford Case study)	Pietrowski (1989)
	It enables organisations to communicate clearly, what they stand for, what do they do, to people they deal with	Olins (1990a), Selame (1997)
	Enables staff to understand the corporate goals and objectives	Olins (1990a)
Adds monetary value in the organisation	Organisations are measured against what their brand is worth. Ford accountants believe that more than 80% of the price they pay for Jaguar was because of its brand	Design Council (2002)
	The sales of the whole line of MSR (Mountain Safety Research) outdoor stoves grew significantly.	Brown and Parker (2006)
Improves the ability to position a company in a new market	When IBM was entering the computer business, it also initiated the well known Corporate Identity programme for IBM. IBM succeed in launching its products easier and outface its competitors. (Remrand)	Lieverse And De Nijs, (1990)
Ensures that the organisation delivers consistently what communicates and promises	Develops and supports of a more trusting relationship between the organisation and its audiences, they return consumer loyalty.	Olins (1989)
	Inculcates favourable image and public profile amongst key audiences	Schmidt (1995)
Provides focused and effective communication between an organisation and its audiences.	Its different publics who value different aspects of the organisation receive appropriate and relevant information. Confusing and irrelevant information is minimised for the benefit of the organisation and the people involved	Olins (1989), International Journal of Retail and Distribution Management, (1998) Siegel (1993) Laundry and Thorton, (1995) Shmitt et all (1995)
Reflects the standards and qualities of the organisation in all its manifestations and applications	Supports public awareness, trust and repeated custom for the organisation	Miles (1989)
Differentiates an organisation from its competitors	Assists consumer decision making between organisations. Assists the organisation to attract more custom, and its customers to identify what they want	Henrion (1990), (Shmitt, Simonson and Marcus 1995).
	Company becomes more competitive	Turner (1990)
Enables audience identification	Inculcates the sense of belonging and purpose. Encourages audiences to support the organisation better.	Downey (1987), Napoles (1988) Olins (1989), Myerson (1995)
	Attracts more and better qualified people to seek employment in well known and successful organisations. Increases employee personal status, security, pride etc Minimises costly employee turnover drops as a result of employees value the organisation	Napoles (1988), Olins (1989) , Schmidt (1995), Selame (1997), Selame (1997)
	Mountain Safety Research, used a new "visual brand language" resulting in increase of market's overall impression of the brand.	Brown and Park (2006)
Produces clear and informative communications	Assists consumer decision making. Research indicates that people prefer to deal with organisations that they know and trust	Olins (1989)
	Customers become more aware of organisation's business capabilities	Downey (1987)

and competitive distinction		
Produces clear statements of prospects and employment opportunities.	Assists recruitment policy to be used by Human Resources. Allows identification of personnel appropriate to requirements	Downey (1987)
Maintains high profile	Facilitates contracts with best suppliers	Napoles (1988;34)
Provides guidelines for the organisation's house style- trade mark or visual identity	<i>Salford University rationalised its fragmented visual manifestation, achieving to enhance its corporate image and reputation as a whole and to attract government funding</i>	Pietrowski, (1989), Schmidt (1995)
	Printed communication is rationalised saving printing costs. People benefit from clearer and consistent communication material	Miles (1989)
	Optimises design time and effort in rational project realisation.	Keen, (1989)
Provides a reference system for operational and marketing activities of the organisation	Conveys corporate distinctiveness to different operational units working in effective co-ordination. Orchestrates Marketing to communicate distinctiveness. Uses high profile parts of the organisation to enhance other parts, and organisation as a whole. VBL (Visual Brand Language) serves as a visual reference tool for different departments within the company	Downey (1987), Schmidt (1995), Brown and Park (2006)
Motivates People	People in the organisation work together more effectively, and become more effective.	Schmidt (1995), Selame (1997)
Adjusts communication material to accommodate future expansion and different cultures.	Assists in the internationalisation of the organisation targeting foreign markets more effectively	Schmidt (1995)

Fig 3.4.2 Exh1 Table summarising the views of authors on, - what a strong Corporate Identity does or can do, for an organisation and the people involved (Miggou,2005).

It can be observed that the content of Fig 3.4.2 Exh1 claim that strong Corporate Identity can achieve all these⁵⁵ and more benefits. More rationally, the claimed benefits can be listed as:

- Increase turnover and profits
- Reposition the organisation in the competitive market place
- Enable organisation to be consumer's first choice
- Insure against future failure
- Recruit and motivate best employees
- Enable customers to identify and select between competitive products and services
- Instil customer trust and confidence
- etc

The majority of supportive evidence presents the concept of Corporate Identity to be the cause or facilitator of these beneficial outcomes for the organisation and the involved people.

However, this view contradicts the understanding of the concept, which emerged from the previous discussion, in which Corporate Identity was understood to be the 'result of these outcomes'. Therefore, the search for additional evidence to identify what does Corporate Identity do was extended, looking at the ways in which these benefits can be achieved. This

⁵⁵ The outcomes presented in Fig 3.4.2 Exh1.

deeper enquiry into the literature indicated that authors often relate⁵⁶ Corporate Identity to the process by which beneficial outcomes for the organisation may be achieved. For example Olins (1990:8) states that; “The process usually described as corporate identity consists of the explicit management of some or all of the ways in which the company’s activities are perceived.” This understanding of the concept clearly implies that the aim of Corporate Identity operations is to improve the way in which an organisation is perceived.

At this stage, the question is raised as to whether Corporate Identity is either the outcome of co-ordinated activities or is itself the process that co-ordinates relevant activities to achieve beneficial outcomes and perceptions. So is this inconsistency due to the different ways in which the concept is conceptualised, or to a carefree use of terminology?

Authors use various terms to describe such retrospective process, such as: – Corporate Identity Programme (CIP), (Downey,1987; Napoles,1988; Oakley,1990; Selame,1997), – Corporate Communications Strategy (Henrion,1990), – Corporate discovery process (Warner,1989, or – Identification Programme (Staal,1990). Fig 3.4.2 Exh2 summarises views of authors on what such programmes address and their claimed benefits.

What CIP does (benefits as claimed and recorded in literature)	How these processes influence organisations and people involved. (usually claimed as benefits)	Author/Reference
Assist organisation communicate its values, old and new.	People become better informed about the reputation, operations, products and services, of the respective organisation	
When–		
Merging with an organisation having different or complementary culture	Previous images are merged with new, revised values of organisation are communicated	Conway (1987), Henrion (1990), Selame (1997), Williams (1998),
Moving into international markets	Systems produced appropriate to different cultures and languages of people involved	Northover (1990)
Developments in technology	Updated service provision to accommodate new customer needs, and organisation's operations	Phillipps, (1995)
New direction	People become aware, of new products based on previous strong reputation	Turner (1990)
Rapid growth	Public recognition of organisation's change	Napoles (1988), Morgan (1993)
Diversification	People become aware of new operations goods and services	Henrion (1990)
Can remedy negative situations such as-		
Low sales or loss of earnings	Change programme contributes to improve profits and makes finance easier to obtain. <i>Eg Hibernia Bank 2 months after a CIP reported 8.000 new customers and \$450 million new deposits</i>	Napoles (1988)
	<i>Q8 petroleum case study. After the CIP the sales rose from 2.1 billion litres to 3 billion litres in 3 years.</i>	Olins 1989
The house style is no longer appropriate	Reconfigure to be representative of the organisation in its changing form	Napoles (1988), Henrion (1990)
The holding company is well	Revised communications strategy assists subsidiaries to attract	Henrion (1990)

⁵⁶ Various explanative statements of the concept are presented in the Glossary of this thesis, indicating Corporate Identity to be a process.

known but its subsidiary companies are less so	custom and finance associated with the stronger reputation of the parent company	
Organisation's products are well known but the holding company is not	Programme emphasises the name of the holding company which communicates its increased strength of its products (brands), attracts easier better employees, finance, etc	Henrion (1990)
	<i>3M in 2001 had more than 1200 distinct brands, but the few people knew or understood what 3M did, also the company did not communicate consistent messages through its brands which needed to be advertised separately, thus increasing costs. After the CIP the awareness has risen and the company has acquired a favourable image.</i>	Olson (1998)
Economic Recession	Durable strong image influences audiences to buy from organisations that are known and trusted	Schmidt (1995)
Restoration of public confidence	Overcomes problems, finds resources and procedures to put it right.	Napoles (1988)

Fig 3.4.2 Exh2 Table summarising the views of authors as to what Corporate Identity Programs (CIP), do or can do for organisations and the people involved.

The views and comments, presented in the last two Figures, about what Corporate Identity or Corporate Identity Programme do, imply that all organisations should want their own Corporate Identities to shine and stand out strongly. But, is all this what it seems? Surely, claims like these that have been made on the basis of advantages that were actually achieved (presented in bold italics in the tables), are more acceptable than others that authors claim – without evidence – can be achieved.

Claims that strong Corporate Identity contributes to organisations becoming known and respected by people who need to make purchasing decisions, etc., are intuitively plausible. However, considerable additional detail is required to justify such claims. Evidence of organisations that are known to have changed their Corporate Identity in some respect, and only as a result of this partial change, had noticed, measured and sustained improvements, would indeed be impressive; but such comments are not often found in the published literature. At about this point, any answer to the holistic question of what Corporate Identity does appears to become unsupportable in terms of convincing material evidence from the literature alone. For this reason the Field study of this research obtained the views of professionals about this matter; Appendix 3.1 presents an extract of a discussion with Wally Olins answering this question. There one can see that in his long successful career in Corporate Identity management, organisations change many of their outcomes and not only their brand (brand is understood as the design aspects of the organisation) so it is difficult to pinpoint which of these changes was responsible for the improvement in their Corporate Identities. So based on this suggestion and in line with the previous discourse, Corporate Identity is the result of a synergy of contributing factors, there appears to be extensive material supporting its beneficial effect. For example, if the design and manufacture of a new product is aimed at addressing an identified gap in the

market, that product might sell brilliantly and that situation might well contribute favourably to the reputation of the manufacturer (this was the case with Olivetti). Such a conceptualisation is better explained and manifested in the operations of Apple (Appendix 3.2) – where its operations indicate synergy and co-ordination of different operations alongside their outcomes achieving individual benefits which all contributed to its Corporate Identity (Siegel,1993; Crainer and Dearlove,2003; BBC News,2005a; Stones,2004; BBC News,2005b; Rush,2006).

The idea that Corporate Identity can also offer a vantage point to:-view - rationalise - change organisation's outcomes such as: - a product; a service; an advertisement; a behaviour etc., offers, perhaps, more practical access to the operational components that tangibly contribute to Corporate Identity. Other ideas that might be equally useful include Corporate Identity as:-

- Diagnostic problem-solving
- A platform for viewing problems and strategies
- A standard reference for change and improvement
- Facilitating the monitoring of change and consumer responses
- Quality control for audio visual communications
- Influencing opinions outside organisation

These less dramatic claims, though rarely found in the published literature, may help develop a more strongly defensible case for Corporate Identity as a process, and as an outcome of multiple activities.

Conceptualising Corporate Identity as an holistic outcome of various processes organisations can then use it as a reference point to guide the retuning of its operations. This means that an organisation should be in a position to know and influence what people think of it. If there is a discrepancy between what people think about the organisation and what it desires them to think, then it should identify and tune the outcomes of relevant operations so as to change the ways it is perceived. Published literature presents views of authors, supporting this understanding of Corporate Identity, since Corporate Identity is evidently presented as a process that is frequently retrospective, in which organisations first need to form a clear picture of what they want their Corporate Identity to be, and subsequently co-ordinate a process of activities to achieve that desired Identity.

Corporate Identity so far is understood:-

- As the outcome of the synergy of its components operation, (Outcome of the discussion on the components and features of Corporate Identity 3.4.1)
- To be variable to and influenced by the outcomes of its components' interaction (Outcome of the discussion on what Corporate Identity does 3.4.2)
- As a vantage point where Corporate Identity can also operate cleverly enough to indicate how it could be more effectively modified, tuned, and generally controlled.

The discourse of the question “what does Corporate Identity do?” therefore seems logically to be addressed via the extended question – “what, in aggregate, do the individual components that contribute synergistically to Corporate Identity do?”

Published literature offers plenty of claims as to what the components of Corporate Identity can do for an organisation and the people involved. These usually take the form of case studies (Ellwood,2002; Crainer and Dearlove,2003). This published material usually emphasises the outcomes of one particular component e.g. design, marketing, advertising, public relations, etc., and tend to neglect the holistic contribution of all the other active components of Corporate Identity. This somewhat fragmented reporting of contribution seems to be a characteristic of Corporate Identity literature.

3.4.3 Who is Corporate Identity for?

The question “who is Corporate Identity for?” is not directly addressed by the published literature, therefore publications were scanned to identify the recipients of its possible⁵⁷ influence. The published material to answer this question was presented in Fig 3.4.2 Exh1&2 (2nd column of the tables) the majority is discussed in Appendix 3.3 and in this section the most important influences of Corporate Identity contributing to the development of this thesis are presented.

Careful examination of this material indicates the receivers of Corporate Identity influence⁵⁸ to be the organisation, the people involved in Corporate Identity operations alongside the outcomes of their work. All these were seen in 3.4.1 to be responsible for the creation of Corporate Identity and were conceptualised as its working components. At a generic level the obvious beneficiary of Corporate Identity seems to be:- The Organisation Appendix 3.3 presents a detailed account on this matter.

⁵⁷ Therefore, the direct question Who is Corporate Identity for? will be dealt via the secondary question, who does Corporate Identity influence or possibly benefit?

⁵⁸ This influence could well be positive or negative, but published literature draws particular attention to the positive influence of a strong Corporate Identity.

The influence of Corporate Identity to people was considered to be important for the understanding of its Form. For this reason these influences are discussed here.

Influence of Corporate Identity On Users and Customers

Henrion (1990:47) argues that the expected results when all the activities in a Corporate Identity Programme have been carried out successfully include; increased recognition, memorability and public awareness of the organisation. This statement is further enhanced by Keeley's (2001:15 *italics added*) observation.

“The principal mission of a company identity is to foster recognition....their (*organisation's*) goal is always to achieve a consistent level of quality in company communications (*to their customers etc*).”

Although it was proposed as an argument of the importance of strong Corporate Identity for an organisation, this view also hints at the effect it has on people's lives. This is an issue that is discussed extensively in Appendix 1.0 – through discussion and analysis of 8 Field Examples.

The people outside the organisation – customers, contractors, suppliers and financiers, for example – also benefit from the organisation's improved operations, products, services. They can recognise the company's offers, compare it with competitors and make more informed decisions (Young⁵⁹,2002). This is important for people who according to Berry and Lampo (2004) increasingly face considerable challenges in their purchase decisions – challenges such as a lack of time and frequently too much choice. The similarity of products and services can also be a problem (Schwartz,2004).

Though people may well depend and trust that organisations will take care of technology and will also make arrangements to provide products and services that are accessible and easy to use Corporate Identity literature falls short in discussing such issues. This is surprising: after all, since this dependence of the public was certainly acknowledged by commercial organisations as early as 1888 – in the operations of Kodak⁶⁰. Kodak's founder, George Eastman recalled and replaced Kodak's damaged products for its retailers. “Making good on those plates took our last dollar,” he said. “But what we had left was more important - reputation” (Kodak,2006). When this trust is honoured, despite any unforeseen event, customers will be happy to recommend these to other people. Should the opportunity arise, they will likely be confident about repeating their own custom. If this trust is not honoured, however, there might be a threat to the organisation's reputation, and Corporate Identity.

⁵⁹ Head of Corporate Finance and Recovery, PricewaterhouseCoopers.

⁶⁰ This trust can be detected in Kodak's first advertising phrase in 1888; “You press the button; we do the rest”. Certainly this was the case in Kodak's early operation days, when its products (dry photography plates) went bad whilst in the possession of its dealers.

The value that people place on good design is an asset for an organisation: literature records that favourable Corporate Identity is linked with stronger ability for positioning in the market place, differentiation and more confidence to attract finance (Olson, et al.,1998). In relation to Corporate Identity, Oakley (1990:13) believes that a Corporate Identity Programme which integrates all aspects of design effectively reassures people that the products or services they have selected are part of a “reliable and secure operation”.

Interestingly, however, recent authors propose that the influence of a “brand image” of specific organisations, or products, is a significant differentiating factor assisting decision making and brand choice. They also suggest that, in recent times of insecurity owing to issues such as terrorism and war in Iraq, consumers seek comfort in brands with strong aspects of authenticity and heritage (Ballantyne, et al.,2006). The factor of reassurance is also highlighted by scholars in economics. For example Dukes (2004:4) suggests that a product with strong brand has an intrinsic economic value to the person consuming it; that the reason why consumers are willing to pay more for a Bayer Aspirin, is the perceived “trust and confidence” in the item, despite the fact that Bayer subcontracts the manufacture of its product. Similarly Berry and Lampo (2004:20) arguing from a business strategy perspective, note: “strong brands increase customer’s trust of an intangible, variable offering that is difficult to evaluate prior to purchase....the more consequential, complex and variable the service, the more customers need brand reassurance”.

Even in the cases that organisations function with some faults in their operations, they are still regarded as successful and many people continue to use and depend on their services acknowledging the breadth of the problems associated with its operations, e.g. London Transport and Underground (Staal,1990).

The effects of brands on trust implies that Corporate Identity operations may not just contribute to the organisation’s development, or, facilitate their purchase decisions, but can also signal⁶¹ information about the user’s self to other groups of people, and to society at large. This point was argued by Levy back in 1958, around the symbolic meaning of products, and after Aaker’s proposal in 1997 was adopted by marketers when they began attaching aspects of human personality to brands.

Corporate Identity is also seen to assist organisations in creating various perceptions to people and arguably to be able to affect these perceptions in a way they decide. This ability of Corporate Identity, besides the obvious benefits for the organisation, simultaneously effects staff, as well as external people who come in contact with the organisation. The following

⁶¹ As already seen in the Historical and commercial examples previously presented

sections will examine who the people involved are, as recorded in literature, to be influenced by Corporate Identity.

Influence of Corporate Identity to - The activities of organisations and their outcomes

As seen Corporate Identity literature is mainly written from the narrow point of view of two dimensional design, where extensive bibliography is devoted to the ways two dimensional design can create or improve Corporate Identity. Corporate Identity is also suggested to be capable of providing clear guidelines for their operation, e.g. graphic design, advertising, marketing, communications. Special mention is given by authors to the influence of Corporate Identity on decision making regarding situations of mergers and acquisitions. In such cases it is proposed that the identity and the portfolio of an organisation's brands should be evaluated prior to any decision making and the degree of its identity/brand influence and strength will influence the economic deal, as well as future Corporate Identity operations and strategy (Kumar and Blomqvist,2004).

Arguably the internal activities of organisations would benefit from strong Corporate Identities if part of their revenues was reinvested to achieve planned and appropriate outcomes, better resources, appropriate improvements on software and hardware, and in better staff training. That would also help maintain if not improve Corporate Identity.

To conclude the discussion of who receives the benefits or is influenced by Corporate Identity, a synthesis⁶² of the views of authors presented previously in Figures 3.4.2 Exh1&2 resulted in the following: scenario.

Organisations evidently employ people to carry out their operations (CI assists recruitment policy, and staff motivation), which are involved in appropriate activities (for which CI provides guidelines). These activities produce various outcomes such as products, environments or services developed to accommodate a broad range of identified market requirements/needs. (These outcomes manifest the standards and qualities of organisations' CI). These outcomes are put on offer and their existence is communicated to various people in various ways (CI enables efficient, multi-channelled and focused communication). Because of the communication of what is on offer, other organisations and external people become aware of the existence of organisations and their offers (CI differentiates and assists identification). To fulfil their specific and individual needs, (economic, emotional, etc), select appropriate products or services on offer in exchange of money (CI assists people's selection and purchase decision

⁶² The material is extracted from the referenced material presented in the previous discourses and the material presented in this discourse.

processes). Finally this is translated into monetary value for the organisation and the people that have financial interests from its continued operation (CI influences monetary value of organisations and of their stakeholders). In this researcher's understanding the organisation can then use part of this money to feed back into the process, ideally benefiting all the involved Corporate Identity components, which then produce new outcomes, which influence again the Corporate Identity.

Although this is only a possible scenario of the ways different components of Corporate Identity may be seen to interact, it strengthens the understanding that Corporate Identity is a repetitive synthesised result. In this sense Corporate Identity is:

A circular phenomenon where Corporate Identity can influence the outcomes of the components that in the first place have created it. So Corporate Identity is a synthesised result of people's activities and outcomes which influences all people that come in contact with an organisation. At an operational level, Corporate Identity influences individual or group activities, as well as the outcomes of these activities.

3.4.4 Is Corporate Identity topical?

The term topical is defined by Chambers dictionary (1991) as something that relates to matters of interest of the day.

Published literature presents many views to the effect that the issue of Corporate Identity is one of the most discussed topics in a business context and does appear in everyday professional discussions (Schmidt,1995). The topicality of Corporate Identity as a subject was particularly evident during the 1980s, characterised by Schmidt (1995) as the "decade of the identity bubble" due to the amount of received publicity – the majority of which was negative (Appendix 1.0 presents an extensive discussion on the topicality of Corporate Identity especially sections 1.4.6, 154, 1.5.5). Corporate Identity projects attracted particularly unfavourable media and public criticism⁶³, on the grounds that real improvements were not achievable through changes such as new logos or the introduction of new colours (Jones,1988; Benady,2005). The influence of Corporate Identity on the public is known to organisations and their rival organisations, which hasten to take advantage⁶⁴ of their competitors' faulty decision making on Corporate Identity issues, turning it into their own advantage (Williams,1998). Benefiting from

⁶³ In these years the newly launched Corporate Identity Programmes of well known UK organisations were featured in many published texts, and newspaper articles. Amongst these examples were the programmes of BT, BA, BBC, (Jones,1988), and Abbey, (Benady,2005).

⁶⁴ For example, both Virgin, and BMI (Be my) Baby Airlines adopted the Union Flag after the negative criticism that BA received from the media and public for dropping the flag out from its Graphic representation (Williams,1998).

a competitor's Corporate Identity mistakes is a topical game, which adds to the continuing topicality of the subject.

The term topical derives from the word 'topic' which is used to describe a general consideration suitable for argument. Thus the topicality of Corporate Identity could also be indicated by the participation of organisation's internal staff at conferences⁶⁵ on it. The continued interest of organisations⁶⁶ to participate at these forums may well show that they take the subject of Corporate Identity seriously (Siemens,2002; Nokia,2006). Many seminars, such as the DMI's⁶⁷, "International Corporate / Brand Identity Conference," which interestingly was renamed in the year 2004 to "The International Brand Design Conference", are annual events. The growing interest in Corporate Identity creation, and its evolutionary management, can be also demonstrated by the number of presentations related to Corporate Identity, featuring in Design Management forums and other general interest conferences. For example, in the 2002 annual Conference in Design Management, organised by DMI, (Chatham,2002), three out of the 12 speakers dealt with Corporate Identity / Brand creation and management issues. The proportional space allocated to Corporate Identity related topics in that Design Management Conference indicates how seriously the subject of Corporate Identity was taken by Business and Design Managers and also the topicality of the subject at a professional level. Similarly, the occurrence of plentiful specialised workshops aimed at training business personnel in Corporate Identity management, also indicates a "topical need" for organisations to be continually updated about such issues e.g.: the workshop called "Developing a Brand Identity Strategy" organised by DMI (14-15 Nov,2002), was addressed to, Design Managers and their team members; Corporate Communications teams; and to Marketing Communications teams. Existence of such workshops clearly demonstrates the hunger for Corporate Identity management skills, the need for effective personnel training and the improvement of Corporate Identity management practice, and the topicality of the field.

The ongoing topicality of the activities of Corporate Identity can also be seen in the proceedings of "The Debating Group" in the House of Commons since 1975. Its discussions on political and social issues of Marketing are held up to six times a year and often include issues related to Corporate Identity and Branding. For example, the debates organised in the years 2002, 2004,

⁶⁵ These are intended for those with direct professional interest in Corporate Identity, such as academics, designers, consultants in the field, and also by personnel of all self-aware organisations.

⁶⁶ For example, Edward Kensinger, manager of Corporate Identity and design at Siemens, presented the ways in which Siemens established its brand in USA, and aspects of its global campaign in the 27th *International Design Management Conference*, (2002). In the same fashion, Frank Nuovo former head of design at Nokia, presented highlights from his 16 years experience of Nokia's identity/brand management in the 18th *International Brand Design conference*, (Mondreal, Canada, May 2006).

⁶⁷ Design Management Institute.

and 2006 all include issues that are seen to be connected with the Operations of Corporate Identity (Appendix 3.4).

Many case studies on Corporate Identity are also written by practitioners, and these also contribute to the topicality of Corporate Identity. (See Kirby, 1988 for Bowater Industries – Mercantile credit – Allied Lyons – Rover group; See De Nijs, 1990 for Braun – Adidas – Coca-Cola – Esprit – IBM – Erco – KLM – Kodak – Volkswagen etc; See Schmidt, 1995 for Ford – IBM – KLM – Krups-London Underground – Siemens – Vitra; See Crainer and Dearlove, 2003 for American Express – Apple – Benetton – Disney – Gillette – Hewlett Packard – IKEA – Intel – Microsoft – Nike – Sony – Swatch – Virgin, See Shultz and Hatch, 2003 for Lego.)

The concept of Corporate Identity is also portrayed in literature to be also topical in a social context. Crainer and Dearlove (2003:xi), demonstrate the topicality of the field of Corporate Identity as well as its breadth by saying;

“Brands are an ever – present part of our lives – from the clothes we wear, to the food we eat; from the toys our children play, to the drinks we consume... We read about brands in our carefully branded newspapers. We are loyal to brands and almost everything appears to be capable of being branded- from eggs to countries”.

Ellwood (2002) also believes that branding, (in this thesis Corporate Identity), is a matter of concern of everybody because one of its purposes is to facilitate the communication of the organisations with their publics, which in their daily lives come in contact with various products and services. Ellwood (2002:11) sees each brand as “a kind of flag, waving to consumers, creating awareness of the product and differentiating it from other competitors”.

In this researcher’s view, this awareness is achieved through the means by which organisations present themselves and what they offer to people, via their branches, offices, stores, window displays, their recognition symbols such as trademarks, logos, typefaces, uniforms, correspondence material. All of which continually contribute to topicality of Corporate Identity. This awareness is further enhanced through advertising, publicity, and other promotion techniques. The outcomes of all these activities (seen so far, as the Components of Corporate Identity) clearly are experienced by people in their everyday life. Perhaps these experiences are so common that they are barely seen by most people. However, an underlying awareness of Corporate Identity news, seems to contribute continuously to its topicality. Published literature presents evidence of Corporate Identity becoming topical in cases where an aspect of Corporate Identity achieves something that was particularly desired (i.e. wireless connections, iPhone, iPod, 3d TV, etc). Then, Corporate Identity becomes a topic for more obvious attention, and general discussion.

It surely becomes truly newsworthy when things go wrong, such as when products and services fail to meet their promise, then people become more involved and acutely aware of Corporate Identity matters (i.e BP's Deepwater Horizon oil rig explosion and its subsequent oil spill). As they become newsworthy, they are similarly reported in both the popular media and the formal published literature.

The interest that the media show in the ways that organisations control their Corporate Identities, is demonstrated in appendix 1.0 - General Field Examples section (1.4.6), where newspaper headlines and body articles are used to illustrate how corporate decision making is being publicly presented by the media. In addition, Appendix 3.5 presents some frequency of appearance of articles related to Corporate Identity indicating the topicality of the subject. These examples show that Corporate Identity issues are usually associated with the public's interest in things that go wrong, at which point they become newspaper headlines. According to Melewar and Wooldridge (2001) negative public reaction is especially observed when companies decide to adopt international Corporate Identity changes associated with issues such as their nationality. Such negative criticism and public reaction was seen in BMW's take-over of the Rover group, the questionable decision of British Airways to drop the Union Flag, in its attempt to "play down" its British associations in view of its globalisation or in the most recent public criticism of The UK Celebrity Big Brother 2007 show. Such negative criticism even more strongly contributes to the topicality of the subject than success. Issues of Corporate Identity evidently influence and concern public opinion.

Similarly, there is much public interest in TV programmes relating to aspects of Corporate Identity. BBC's series: The Money Programme, included many programmes on the troubles of Marks and Spencer "*Sparks at Marks*," (1-11-2000); "*Inside Marks and Spencer*," (26-02-2000; "*Coolhundreds and Foodtrends*," (Nov 2001) and BBC2's ten part series: The World's most photographed (06/07/2005 – 31/08/2005) on portraits of people that change the world and how they used various ways to create a unique identity and form public perceptions, all indicate that public is concerned about Corporate Identity issues, that are in other ways part of their everyday experience. The Channel 5 programmes: "*The ads that changed the world*" (22/11/03) and: "*The ads they had to ban*" (05/11/2003) demonstrate how sensitive companies can be when embarrassing aspects of their Corporate Identity are communicated. In much the same way programmes such as the Channel 4 series: "*Power to the people*" (13/11/2006-17/11/2006) demonstrated the reaction of people to corporate decision making related Corporate Identity issues and the ways operations were influenced.

This brief discussion on the topicality of Corporate Identity clearly indicates that it is a matter of everyday life not only for organisations but for everyone. The latter point was considered to be important for the development of this thesis since the material presented clearly indicates that:

Corporate Identity is an underlying component of a large proportion of events that are important and topical in the everyday life experiences of most people.

Surely this provides additional clues in understanding the Form of Corporate Identity.

In addition the negative publicity⁶⁸ around Corporate Identity operations calls for better ways of operational control.

3.4.5 Is Corporate Identity important?

Published literature concerning the importance of Corporate Identity emerges mainly from two sources. The first offers opinions⁶⁹ of various professionals, of what they believe that a strong Corporate Identity can do for organisations. These claimed benefits are presented in literature, and as such they were presented and discussed in the previous discourse. The second source offers the views of various academics and scholars in the field of Corporate Identity, presenting their outlook on the academic importance of the subject. Both view points agree that strong Corporate Identity is important to an organisation (Margulies,1977; Nagai,1992; Balmer,1997; Almquist, et al.,1998; Speak,2001; Balmer,2008).

The view that Corporate Identity is important and as such forms part of the strategic management of organisation, was indicated by three separate research projects⁷⁰ reported in Schmidt (1995) and Schmidt and Ludlow (2000). Each follow up of the research signalled a general consensus indicating increasing levels of agreement on the importance of (deliberate) Corporate Identity management.

“Europe's leading managers consider that a thoroughly - planned and implemented corporate identity strategy is an effective marketing and management instrument and therefore a valuable investment in the future.”

Schmidt (1995:33)

“Brand management is identified as one of the key factors for running a successful business.”

⁶⁸ These occasionally benefit the organisations concerned directly but surely, call for better ways of operational control of negative influences on Corporate Identity.

⁶⁹ Opinions gained through their practical experience.

⁷⁰ *Pan- European studies* 1989, 1991, 1993. These were carried out in the management teams of well known organisations, covering 5 different European countries by a leading independent branding and corporate identity consultancy, Henrion Ludlow Schmidt. The most recent research employed by the consultancy; “*HLS Top 100 survey – brand management in Germany*” (July 2005).

A further non quantifiable factor contributing to its importance is that of audience identification (Napoles,1988). Identification comes along with all the benefits it brings for both internal and external audiences such as human belonging, employee motivation, bonding, and effective training (Myerson,1995; Topalian,1984; Albert,2000; Arthur & Rousseau,1996; Melewar and Wooldridge,2001; Berry and Lampo,2004). The importance of Corporate Identity due to its contribution to identification is presented in Appendix 3.6. For this reason various authors proposed that Corporate Identity needs to be monitored and coordinated as rigorously as research, marketing, design, production, finance etc., (Olins,1990; Oakley,1990; Turner,1990; Nagai,1992; Selame,1997; Andriopoulos and Gotsi,2001; Melewar and Jenkins,2002; Brand and Van Westering,2003).

It is suggested in literature that Corporate Identity helps an organisation to communicate appropriately to its different audiences (Olins,1989; Siegel,1993). It is recognised that different sections of audiences value different aspects of the organisation (International Journal of Retail and Distribution Management,1998). As such, Corporate Identity allows communications to be purposefully directed and to be relevant to people, thus being more effective. Well structured, well thought and targeted communications are increasingly reported to be important for organisations, since unwanted expenditure is reduced and the chance of achieving their purpose is increased. This is also important for the people who receive these communications because focused communications minimise confusing and unwanted material (Schmitt, et al.,1995) Confusing messages tend to minimise the credibility of organisations and have a negative effect on people's choices (Schmidt and Ludlow,2000). Arguably people become better informed and, as a result of this, may form more favourable positive impressions about the organisation see Appendix 3.7:

According to Balmer (2001) the growing understanding of the importance of Corporate Identity for contemporary organisations has led to the emergence of educational courses on the field of Corporate Identity, which are mostly incorporated in the curriculum of business schools⁷¹ in UK, USA, Netherlands, France, Australia, New Zealand. The shift towards more scholars to undertake doctoral research in Corporate Identity also indicates its developing academic importance.

Melewar and Wooldridge (2001:338), inspired by Albert's (2000) views, believe that the complexity and breadth of the subject is an additional factor indicating its academic importance;

⁷¹ Strathclyde Business School, Bradford School of Management (UK) – Cranfield University, Erasmus Graduate Business School (ND) – Harvard Business School, Loyola University Los Angeles (USA), - HEC Paris (France) – Queensland University of Technology (AUS), Waikato University (NZ).

“It would seem the attraction of corporate identity as a field for research is compelling, because as Albert suggests, the many issues surrounding corporate identity are not resolvable due to the breadth, depth and profundity of the subject and its component parts.”

Both authors agree with Albert’s (2000:3) view, that the subject is important, and its further understanding is important too. Albert sees this understanding as a creative process which should evolve through continuous cycles of divergence and convergence opinions. This process is forecast by Albert to be;

“In fact, it may turn out that some of the most profound issues raised by questions of identity are not resolvable; that identity –because of its depth and profundity - will always be, in part, an enigma.”

These quotations emphasise the importance of the theoretical development in the understanding of Corporate Identity but its practical function seems to be also of immense importance.

Du Gay (2007) observed that currently the managerial world places the importance of Corporate Identity in its practical aspects rather than its theoretical. In this researcher’s view the importance of its practical importance is manifested when more quantifiable aspects of Corporate Identity operations are taken into consideration.

Advertising costs can be sizable ⁷² (Williams,1998; Jobber and Fahy,2003). Similarly the costs of shop window display, product design alongside new production tooling costs, and all such expenses must be paid out of turnover and profits. By the same token, the costs of Corporate Identity programmes are not incidental and even then operations are not always effective. Observing the costly mistakes in Corporate Identity operations, McInnis (1988:97) states:

“Companies investing millions in packaging and identity, their appreciation of research still tends to focus on post-creative testing. And while research does cost money, that cost seems minimal compared to the risks inherent when you don’t do your homework.”

BP is recorded to have spent about US \$7m on researching and preparing their new Corporate Identity, with the intention of spending a further US \$25m a quarter in non-retail signage and advertising, to support the Corporate Identity change (Melewar and Wooldridge,2001).

More recently Marks & Spencer is recorded to have spent US \$84 million to redesign 21 of its stores, to hire new design chiefs, to create an upscale clothing brand⁷³ and to hire Interbrand, a consultancy to modernise its image (Jobber and Fahy,2003). All these changes evidently did not solve the problem of its declining customer loyalty and reputation followed by falling sales and sale price.

⁷² For example the first advertising of Marks and Spencer which reversed its longstanding “no advertising policy” is recorded to have cost US\$28million (Jobber and Fahy 2003:22), Cable and Wireless in 1997 is recorded to have “spent UK £50 million in brand awareness.”

⁷³ Autograph.

Research⁷⁴ (HLS,2005) analysing corporate attitudes towards brand management indicates that branding is an important top management task (86%), and a strategic investment for the sustainability of a typical company (79%). However, the majority of the interviewees thought that there is still a gap between desired brand management processes and its current implementation.

Benady (2005) presents various professional views to the effect that the very costly failure of some Corporate Identity projects⁷⁵ is due to the mistaken belief that purely graphical changes will change the success of their business; improve their practices and help to recruit new customers. In the opinion of Withey⁷⁶, quoted in Benady (2005:17):–

“Companies tend to put the cart before the horse in re-branding exercises. They decide on a fantastic new visual identity before they have evidence to back up the story that the brand has changed.”

These extracts at least indicate limitations in the effective control of Corporate Identity and any attempt to improve this situation would be considered as important for the organisations as well as the academia.

The material presented here also confirms the multidisciplinary nature of Corporate Identity operations and indicates that its fragmented and narrow treatment inhibits its effective control and to be responsible for costly mistakes.

A more quantifiable defence on the importance of Corporate Identity, the need for its better understanding and more effective control of operations can be obtained if the presented views suggesting mistaken operations are considered in the light of the turnover⁷⁷ of the UK Corporate Identity consultancies offering Corporate Identity services.

The examination of Corporate Identity's importance uncovered limitations in the ways it is practised. So far this thesis indicated that Corporate Identity is neither simply product design, nor advertising, nor shop window display, staff training, the decals on an aircraft, nor the interior colour scheme of a bank. Rather, it is a synthesis of many outcomes like these. Instances of errors that arguably contribute significantly to undermining otherwise strong Corporate Identities, like the Exxon Valdez disaster publicity (Appendix 1.0), and the Coke

⁷⁴ The survey was carried out as an online interview of the top 100 companies in Germany by Henrion Ludlow Schmidt consultancy, (HLS Top 100 survey – brand management in Germany, July 2005).

⁷⁵ Benady (2005) discusses the reasons for the bad publicity and failure of Abbey National as “abbey”, British Airways tailfins, Royal Mail switch to and away from Consignia and others.

⁷⁶ A consultant at Landor Associates.

⁷⁷ Design Week carries out annually research on the turnover of Design Consultancies offering design services. Amongst these one can see the huge amounts that organisations are investing yearly on Corporate Identity services.

wrong flavour decisions show that if appropriate Corporate Identity operations can address such errors, the importance of such insight must be regarded as important!

Corporate Identity appears to capture a flavour of all that is appropriate at any given time, to become a changing snapshot of features that are important to any individual, at any time. In its different incarnations, Corporate Identity also affects many people outside organisations. As such, skill in Corporate Identity control must become a requirement of many disciplines within an organisation.

Arguably, such an understanding influences the ways in which different operations can be combined to achieve desired outputs. Chapter 8 examines further this issue and a model for a more effective control is proposed.

3.5.0 OBSERVATIONS

Discussion 3.4.1 identified the basic components of Corporate Identity to be: – People – their related Activities – and their worked Outcomes. The construct of Corporate Identity seems to be summative and holistic in nature and to be the result of a synergy of the three identified basic components. The examination of historical social examples of successful Corporate Identities alongside commercial examples identified some operational principles of successful Corporate Identity operations. It can further be observed.

Corporate Identity operations feature a need for: –

- Common purpose
- Understanding the needs of market
- Common objectives and specified tasks
- Inspiration / creation of consistent images to audiences
- Consistent communication of purpose through a variety of outcomes
- Co-operation and Co-ordination of activities
- Consistency and Coordination of outcomes
- Appropriate operational procedures to achieve required outcomes
- Organisation's differentiation in the minds of people
- Integration of activities' outcomes to achieve consistency of inspired images

It was considered that any proposal towards the improvement of Corporate Identity operations should consider and incorporate these operational conditions.

Discussion 3.4.2, about what Corporate Identity does, observed that the views of authors are rather narrowly presented, and tend to neglect the ways in which the outcomes of Corporate Identity components combine into a totality. In fact, Corporate Identity seems to be the result of various outcomes of operations, both positive and negative.

Discussion 3.4.3, on the receivers of Corporate Identity's claimed benefits was a logical continuation of the previous discussion. In particular it was observed that Corporate Identity is capable of influencing:

- The organisation
- Its employees
- Its users and customers
- Its external suppliers and subcontractors
- Its stakeholders
- The activities that all these people are engaged and their respective outcomes

The treatment of this diagnostic question extended the understanding of Corporate Identity as a cyclical phenomenon created by the interplay of its components, and at the same time having the ability to retrospectively influence its components. This understanding allows organisations to look back at the outcomes, their creation processes and the people involved in Corporate Identity operations and make the relevant adjustments, thus improving their Corporate Identity operations.

Discussion 3.4.4, on the topicality of Corporate Identity alongside the discussion of Appendix 1.0 observed that Corporate Identity and its influences / phenomena are for the most part subliminally noticed, although its influences are a considerable part of human life experience. This view however, is not sufficiently covered by literature, which emphasises its topicality for more specialised and professional groups of people.

The degree of its social topicality is mostly demonstrated when the workings of Corporate Identity fail or influence negatively, the involved people and the society in general. The newspaper articles presented in Appendix 1.0 suggest that the field is at least controlled with difficulty and mistakes do occur, whilst this chapter indicated that similar concerns are raised by scholars. Thus any attempt to understand Corporate Identity better and perhaps influence its holistic control in more effective ways would be beneficial and important, not only for the practitioners specialising in the field, but also for the public in general.

Discussion 3.4.5 on the importance of Corporate Identity, having discussed the benefits of a successful Corporate Identity, concentrated in the academic importance of the field exploring research topics. The concern of practitioners that Corporate Identity operations lack effective control was established.

Therefore three issues emerged as gaps in the literature and practice which fuelled the aim of this research project:

- Corporate Identity seems to be an holistic and perceptual affair. So the ways of its creation need to be explored and understood
- Much depends on how Corporate Identity can better be controlled, so the ways in which Corporate Identity operations can be influenced need to be explored
- Different operational outcomes need to be co-ordinated and practice seems to lack the tools to perform such co-ordination, so ways to facilitate this co-ordination need to be explored

3.6.0 CONCLUSIONS

Discussions so far conceptualised Corporate Identity as a collective term used to describe the outcome of a synergy of basic components, which are seen to interact and co-operate to achieve desired objectives (Fig 3.4.1 Exh9). When such objectives are set and operated upon, these generally contribute to various desired outcomes for the organisation and the people involved. This practice was also seen to facilitate the consistency of the messages communicated by these outcomes. When other actual outcomes fail to achieve what was intended, then some things about the organisation might be undesirable and as such, these negative outcomes can evidently influence Corporate Identity accordingly. Therefore Corporate Identity could be thought of as a subjective continuum, ranging from weak to strong, in which a balanced weighting is achieved by many and various active outcomes, all of which contribute positively or negatively, and each of which has a different weight (Fig 3.5.0 Exh1). The controversial campaign of United colours of Benneton demonstrates how a serious negative output of marketing and advertising could imbalance the continuum of its Corporate Identity. To rectify this damage to its Corporate Identity the company concentrated on the production of new lines of products and invested heavily in its manufacturing outputs.

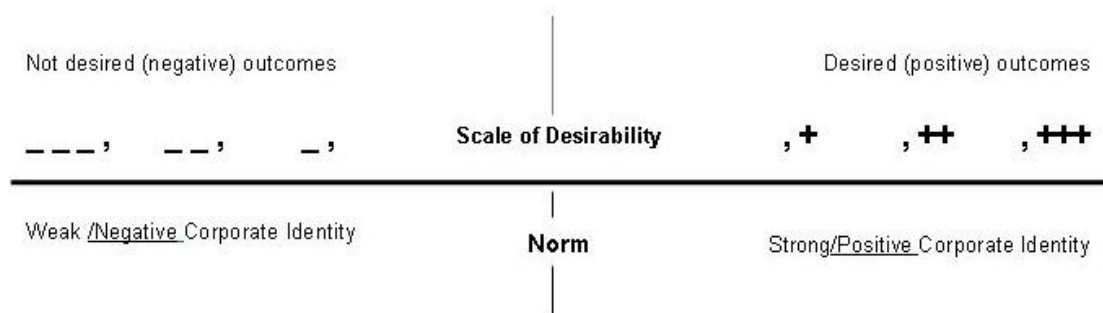


Fig 3.5.0 Exh1 Diagram depicting Corporate Identity as a continuum of desirability of its components outcomes. (Miggou,2000).

This conceptualisation offers possibilities for proposals towards a more effective control of Corporate Identity operations.

If Corporate Identity in its totality is the sum of the impressions formed in people's minds by a variety of organisational; outcomes then Corporate Identity could well serve as a vantage point⁷⁸ by which operations contributing to its creation can be controlled. This can be achieved by

⁷⁸ This conceptualisation of Corporate Identity has the potential to underpin various statements of authors suggesting Corporate Identity to be the process that controls the ways an organisation is perceived which are presented without detailed explanation in literature. Theorising Corporate Identity as the vantage point views can be understood and perhaps justified.

incorporating the views of people in every process which with its outcomes has the potential to inspire impressions to people. A first step towards its better control is to establish an Ideal and truthful Corporate Identity which an organisation wishes to inspire to its various audiences. This assisted IBM and Ford (Appendix 3.3) to become better focused on how they wanted to be understood by people and how best to achieve their goals (Lieverse And De Nijs,1990; Myerson,1995a; Slater,1995; Crainer and Dearlove,2003). This course of action agrees with Napoles' (1988:32 *italics added*) very brief comment⁷⁹ that "The (*identity*) programme usually provides a platform for dealing with essential questions, such as how the company wants to be perceived and how it will achieve its goals". So the intentional Corporate Identity can be decided, translated into specific tasks for every operation which will be transcended down to the operational units to be acted upon.

In addition, the conceptualisation of Corporate Identity as a perceptual continuum influenced by the outcomes of all the activities of an organisation calls for planned, well researched and executed outcomes which will influence people's perceptions in the wished direction. Prerequisite for that is that the laws of perception are incorporated in the creation of each organisational outcome and its summative nature of perceiving wholes rather than their parts. Understanding of the latter statement allows for the possibility that an unplanned or negative outcome may be counterbalanced by one or more positive outcomes. This conceptualisation can explain how organisations were able to minimise permanent negative influence to their Corporate Identities and recover after the introduction of an unfavoured outcome. For example, Coca Cola was able to recover so positively from almost destroying itself and its world leading Corporate Identity as a result of its introduction of "New Coke". The introduction of New Coke⁸⁰ (Napoles,1998; Romano,1996; Crainer and Dearlove,2003) was based on extensive and costly market research, (negative market research output which shifted negatively the Continuum of Corporate Identity). However, New Coke was after 90 days withdrawn from the market due to a huge drop of sales and unfavourable criticism (Managing Director's decision making output attempted to counterbalance the negatively shifted continuum of Corporate Identity). To gain back its previously positive Corporate Identity, the company re-introduced the old product and marketed with the name "Classic Cola" (positive influence of clever PR and Marketing output) at a cost of a considerable amount of money. Whilst arguably this is an example of a reactive management it demonstrates the relationship of Corporate Identity with the outcomes a various operations which might include but certainly are not confined to design operations.

⁷⁹ However, this unexplained statement of Napoles contradicts with the holistic understanding presented in her book, where Corporate Identity is narrowly linked with graphic design and its outcomes.

As organisations develop or change so does the importance of their outputs on the influence to Corporate Identity continuum.

For example, Staal (1990) states that VW was operating until 1989 producing the 'Beetle' and the 'Golf' without a clear Corporate Identity (in the 1990's Corporate Identity was understood by the majority as the design of its house style). Both models were developed and improved over the years to accommodate specific needs of their market. The identity of the company was the identity of its products; and represented what the 'Beetle' and later the 'Golf' stood for in the entire world with their characteristics reflected in the company. At that point it was not essential to communicate to different types of people since its products targeted the same demographic group. However, the expansion of the company offering a greater range of products, prompted the need for a more diverse and tailored company identification to the needs of different types of market segments. So in 1989 its 'identification programme' was initiated and a 'House style manual' was created for VW and Audi. VW in the realisation that its Corporate Identity was no longer signified consistently to its wider design and manufacture outputs concentrated in its graphic design and printed communication outputs. Corporate Identity as formed by VW's products provided a viewing platform to set appropriate guidelines – directives for its designed/printed corporate communication of its two brands (VW and Audi) and to unite visually and consistently its diverse operations and wider range of products. Therefore, depending the circumstances different organisational activities can be employed to remedy problems or intentionally influence the continuum of Corporate Identity with their outcomes as seen in the VW example and providing that organisations do not rely on fire fighting activities as seen in the United Colours of Benetton example.

Both examples also illustrate that Corporate Identity control is not a one off project and needs to be controlled and monitored continuously since at different times some organisational outcomes have a greater influence than others.

The suggestion of this chapter that Corporate Identity can also be seen as a diagnostic viewing platform from which the operations of an organisation can be constantly evaluated, in terms of the impressions their outcomes create to people offers possibilities for more systematic and effective control of Corporate Identity.

The ways in which Corporate Identity operations were carried out in the historical examples presented in this chapter also indicate the existence of an organised system, capable to integrate the outcomes of different activities. However, current Corporate Identity practices indicated a limitation to this point with costly implications for the organisation. This is an idea that is only recently presented in Corporate Identity literature and can be sparingly identified in literature

originated in the USA, (e.g. Brown and Park,2006).⁸¹ However as Sanchez (2006) suggests⁸² design and designers can tackle this and contribute to a more strategic management processes. Although Sanchez (2006) in his inspirational publication “*Integrating Design into Strategic Management Processes*” argues that designers have the skills to assist organisations to achieve this co-ordination, the publication does not indicate the operational ways that this can be achieved.

The role of design in influencing the Corporate Identity continuum is twofold. The most obvious is its contribution towards well designed, engineered and inspired products, environments and printed communications. These matters and processes are well covered by an extensive volume of literature and this thesis acknowledges that design disciplines as well as other disciplines have their own researched, applied, tested and trusted methodologies alongside codes and standards of practice by which they operate. This thesis is not interested in changing these established processes but to look for ways in which all disparate organisational activities can be brought together and organised systematically in order to influence holistically the continuum of Corporate Identity.

In this researcher’s view organisations should control and integrate every aspect of their operations in order for their companies to continue to inculcate feelings of trust, confidence, and reassurance in their publics on their purchase decisions. In relation to the latter point this thesis concentrates in the not so evident or well known contribution of design in the design of complex systems and the ability of designers to produce accurate design outputs highly specified to contribute on the operation of very complex systems.

This conceptualisation of Corporate Identity as a continuum and as a viewing platform focusing operations is considered to be important since it has a practical application to its effective control. It was therefore concluded that:

Corporate Identity conceived as a subjective continuum offers a path towards its more effective and holistic control which it is not confined in the individual management of the ways an organisation presents itself; but should also include ways in which various organisational outcomes are co-ordinated in order to systematically influence as a whole the continuum of Corporate Identity.

⁸¹ *Building Brands: A shift in Strategy for Cascade Designs* by Brown and Park (2006), (In this paper can observe inconsistent use of terminology; the term Visual Brand Language is used to describe what authors referred to as Corporate Identity).

It was considered essential that this line of enquiry should be explored further⁸³, to examine whether Corporate Identity specialised literature offers ways in which this systematic control could be achieved in practice. This issue was mapped in the previous chapter and is addressed in more detail in Chapter 8.

3.7.0 NEXT TASKS OUTLINED

In the extended reading of this researcher to provide some answers to the Diagnostic Questions, the treatment of which was presented so far, problems with the use of terminology were identified. The general overview discussion of the primary question: What terminology is used in Corporate Identity texts? (2.4.2.0) introduced the terms that appear in the context of Corporate Identity discussions and also introduced some notable changes to the terminology. These problems are considered by this researcher to hinder the holistic understanding of the concept, and to contribute in the fragmented treatment of the subject resulting in its fragmented and partial control. Therefore the next task of this project was to look at terminology issues.

⁸³ For this reason, more detailed and specialised Diagnostic Questions were devised and employed to shed some light on issues regarding the people, activities, and information requirements of Corporate Identity operations. The discussion of these additional questions was the next task of this research study, and is presented in the following Chapter 4.

4.0 UNTANGLING THE TERMINOLOGY OF CORPORATE IDENTITY

4.1.0 THE PURPOSE OF THIS CHAPTER

The purpose of this chapter is to confirm the provisional understanding of Corporate Identity as a subjective continuum through a closer examination of the terminology associated with Corporate Identity. In addition the aim is to provide additional evidence on the importance of this thesis.

4.2.0 METHODOLOGY

As stated before, the Primary Diagnostic Questions devised to open up the field of enquiry were enough to identify the sectors that were judged to obscure the picture of what Corporate Identity is. One of these domains is terminology, which, as Ch2 indicated, is used in a rather amorphous way. Therefore more specific Secondary Diagnostic Questions were devised to explore how the use of terms can assist towards a more precise reasoned view of what Corporate Identity is.

4.3.0 THE DIAGNOSTIC QUESTIONS

The Primary Diagnostic Question 2.3.2.0 was explored further with the help of six Secondary Diagnostic Questions, presented in Figure 4.3.0 Exh1.

2.3.2.0	What terminology is used in Corporate Identity texts ? (CI)
.1	Is there a precise explanation or practical definition of CI?
.2	What other terminology is commonly used in association with CI?
.3	Are such terms normally used clearly and unambiguously?
.4	Do some terms have particular importance in association with CI?
.5	Can a glossary of useful terminology be compiled for CI reference?

Fig 4.3.0 Exh1 The Secondary Diagnostic Questions examined in this chapter

4.4.0 CURRENT TERMINOLOGY – DOES IT HINDER UNDERSTANDING?

4.4.1 Is there a precise explanation or practical definition of Corporate Identity?

Chapter 2 presented an overview and discussion of the definitions of Corporate Identity examining public reference texts suggesting that a single definition to suit the purposes of its multidisciplinary nature has not been generally agreed. This section looks for a precise explanation of the term by examining key general textbooks on Corporate Identity. A logical way to start was to look in these texts for introductory⁸⁴ explanations of the concept.

The following quotation is from introductory notes on Corporate Identity.

“.....Every organization carries out many transactions every day: it buys, it sells, it hires and fires, it makes, it paints, it cleans, it promotes through advertising and other publicity- and so on. In all of these transactions, the organization will in some way be presenting itself – or part of it – to the various groups of people with whom it deals. The way the company manifests itself, both as a whole and its separate component parts, will affect the way people feel about it. These various aspects of what a company projects combine to make up its identity. What different audiences perceive is often called the corporate image.”

Olins and Selame (2002:4)

This explanation is followed by the definition.

Corporate Identity is...“The explicit management of all the ways in which the organisation presents itself to all of its audiences.”

Olins and Selame (2002:4)

The following extract introduces more ideas about how people process identities.

“Sometimes we take for granted what we call things and how we recognise them. But for a moment, imagine the world without the identities we create for things that make them distinct and memorable. Chances are you can’t. (*Because*) identities fill such a basic human need it is hard to imagine how we would get along without them. The human mind seems to come preinstalled with an operating system that uses distinct, easily recognised files to hold all the bits of information and experience we collect. Over time, some of those files become more familiar and valuable, but our minds appear to have a nearly infinite ability to create, update, and organize thousands and thousands of such files..”

The passage concludes with the following definitive explanation of what Corporate Identity does.

“When *corporate* identity really works, a company is distinguishable, familiar, more valuable and – perhaps more important of all – has its own distinct file in our minds, full of our positive perceptions and experiences.”

Tod Martin, President, EAI: Executive Arts, Inc (EAI) Atlanta,
Quoted in Cullen 2003: introduction, *Italics added*

⁸⁴Such as might be expected in pages one to three of such publications. Subsequently the search was extended to a more advanced search in the same general text books and more specialised free standing papers.

The following extract introduces an additional ethical aspect of Corporate Identity, and what it should do: –

“What is identity? Ultimately, all identity is a lie. This is because identity is a mask you choose to wear; or is a mask you choose to see. As such, it appears as a fixed image within an otherwise moving world.

That is not to say that an identity should not attempt to be truthful. It is an acknowledgement that people and organisations are in a permanent state of change, and the image they wish to project may be at variance with the truth of where they are today. Indeed, their image may be the intention of what they want to be or how they wish to be seen. Truly effective identity manages this ‘reality gap,’ promoting a set of deliberate messages and providing sufficient flexibility for the identity to grow with the individual or organisation’s growth.”

Mark Rowden (2000:1)

Each of these explanations at least serves as an *aide memoire*. Whether they are acceptable and appropriate definitions for the concept of Corporate Identity will be reconsidered at the end of this discourse.

More advanced reading; beyond the introductory comments of publications revealed further, more context-dependent explanations: –

Corporate Identity is....

“...in its most basic sense; (*that is*) the fundamental style, quality, character and personality of an organisation, (*involving*) those forces which define, motivate and embody it”.

Context: Relationship between corporate culture and corporate identity.

Downey (1986-87:7)
italics added

“The leap from instinctive and emotional first impressions to logical or consciously reasoned opinion is an unpredictable process. An excellent (*corporate*) identity succeeds in managing this process effectively. A poor identity does not.”

Context: Managing the art of corporate identity.

Rowden (2000:8)
italics added

“The purpose of assigning (*to organisation an*) identity, a soul, is actually to tell a story. (*This story*) is made up of (*organisation's*) history, origin and the sum total of (*their*) adventures, successes and failures.”

Context: Total design consultancy in corporate identity.

Blaisse (2003: Foreword),
italics added

In writing about Corporate Identity, various authors have evidently used different words. If such material is considered like jigsaw puzzle pieces, then each explanation should contribute something to the completion of the puzzle.

The following statement by the editorial director of the Chambers Dictionary illustrates an issue of wide-spread concern about writers’ different interpretation of vocabulary and the problems this causes to the publishers of dictionaries to convey common understanding.

“....often words have many meanings, and the exact meaning of a word can only be determined from the surrounding context. The very idea of the “word” is fraught with difficulty; linguists and philosophers (and indeed poets) have argued for centuries over what it really denotes. What matters is not individual words, but the ways in which words are assembled into utterances that convey meaning. These processes are governed by principles that together constitute what we call “grammar”, and these are important ways in which dictionaries, word based though they are, can help to explain these. But there are problems with the concept of grammar. Grammar means different things to different people, and these differences cause much confusion.....”

Robert Allen-Editorial director- The Chambers Dictionary (1993:vii)

Examination of the definitive explanations of Corporate Identity presented here indicates that the confusion described by Allen (1993) certainly attend the concept of Corporate Identity.

Writing in connection with Corporate Identity and its elusive “definitive explanation”, Albert⁸⁵ (1998) identified five conditions that should be satisfied by an explanation if it is to be regarded as a true and useful definition. A definition should:

1. Describe uniquely the term or concept.
2. Distinguish it clearly from others with which might be confused.
3. Prepare ways for the measurement of the concept.
4. Locate the term or the concept within a theoretical environment, where its understanding can be realised.
5. Should accommodate all known existing situations and predict those that have not yet been discovered.

From these guidelines, it is possible to review all previous explanations and find them in various ways wanting. This research project was set out to explore an holistic understanding of Corporate Identity which would satisfy Albert’s (1993) conditions.

Various authors have referred⁸⁶ to the fact there is no universally accepted definition of Corporate Identity (Balmer,2001; Melewar and Wooldridge,2001; Christensen and Askegaard,2001; Design Council, Citigate DVL Smith and Citigate Lloyd Northover,2002; Suvatjis and De Chernatony,2005; Balmer,2008; Olutayo, et al.,2008). Thus it is useful to classify the range of viewpoints (Fig 4.4.1 Exh1) from which explanations of Corporate Identity were found to originate.

⁸⁵ Professor of Management in the University of Minnesota.

⁸⁶ However, it was also observed that the majority of authors acknowledge this lack of consensus as a problem and that they very rarely define the concept and proceed in the creation of various models for its better management. One might expect that the logical order would be; first to understand what Corporate Identity is, how it can be influenced and then devise appropriate ways to control this influence.

Discipline or point of view of author	Authors publishing in this area
Corporate Communications	Van Riel (1995) Balmer (1996) Davies (1998) Cheney and Christensen (1999) Rowden (2000) Cornelissen and Elving (2004)
Graphic Design	Pilditch (1970) Margulies (1977) Carter (1982) Topalian (1984) Olins (1991) Dowling (1994) Olins (1995) Schmidt (1995) Melewar and Saunders (1998) Melewar and Saunders (1999-2000) Melewar, et al. (2001) Cullen (2003)
Corporate Image	Worchester (1986) Barich and Kotler (1991) Gutlip (1991) Brown (1998) Worchester (1997)
Marketing-(ref to communication and brand)	Kennedy (1977) David Bernstein (1884) esp Corporate Marketing Abratt (1989) Schmitt and Pan (1994) Duncan and Moriety (1998) Christensen and Askegaard (2001)
Organisational Behaviour-(ref to Organisational Identity)	Larcon and Reiter (1979) Albert and Whetten (1985) Fombrun and Stanley (1990) Dutton and Dukerich (1991) Mael and Ashforth (1992) Balmer (1996) Hatch, et al. (1997) Hatch and Schultz (1997) Albert et al (2000)
Public Relations	Grunig (1993) Keen and Warner (1989) Bromley (2001)
Psychology	Bromley (1993,2001)
Reputation (ref to corporate communication)	Fobrun (1996) Illia and Lurati (2006)
Strategy	Gray and Smeltzer (1985) may also be under marketing since they talk for integrated communications Zentner (1989) (Strategic Retail Identity) Schmidt (1995) Morison (1997) Marwick and Fill (1997) Whetten and Godfrey (1998) Souvatjis and De Chernatony (2005)
Multidisciplinary View	Birkigt and Stadler (1986) Balmer (1995) Balmer and Soenen (1997) Balmer (1997) Balmer (1998) Balmer and Soenen (1999) Balmer (2001) Balmer (2008)

Fig 4.4.1 Exh1 Indicative table showing the academic interest of various disciplines in the field of Corporate Identity

When the definitive explanations of Corporate Identity emerging from all these points of view and interests are examined, it is indicated that the understanding of Corporate Identity has gradually changed towards a more faceted perspective including many dimensions. So the suggestion of this thesis that Corporate Identity is much dependent on the outcomes of many disciplines is supported. However, none of the proposed explanative statements or definitions is

holistic enough to assist Corporate Identity operations in practice where all these disciplines need to have at least a common understanding of the concept. Altogether, there appears to be somewhat of a ‘tower of Babel’ surrounding Corporate Identity operations. Thus, writing from an organisational strategy point of view, Whetten and Godfrey (1998:33) argue:

“One’s understanding of identity depends on the perspective one takes in approaching it.”

Although professionals seem to have given up trying to define the concept holistically by redefining it as brand, the academic and professional need for a universally accepted definition of Corporate Identity has been left unsatisfied.

In view of the most current thinking suggesting the multidisciplinary nature (Balmer,2008; Bartholme’ and Melewar,2009) of Corporate Identity or brand, there is clearly an unfulfilled need for at least a practical common understanding of the concept however simplistic or general it is considered by the theorists of Corporate Identity. Olutayo, et al.(2008:6 *italics added*) confirmed this researcher’s proposition when they wrote: “ Despite the rise in the importance and attention generated by corporate identity throughout this period (1966-2007), there is little or no literature providing a broad picture of practitioner’s conceptualisations of corporate identity”.

4.4.2 What other terminology is commonly used in association with Corporate Identity?

As argued previously, the concept of Corporate Identity and its related activities, existed well before the term was introduced in published literature by Margulies in 1977 (Olins,1995; Schmidt and Ludlow,2000). The things that organisations do in order to differentiate themselves from their competitors, were frequently associated with design operations, and as such are recorded in literature unrelated to Corporate Identity. These things are often referred to as ‘style’; for example ‘Liberty style’ distinguished Liberty from its commercial competitors around 1900s (Becker,2004). In this researcher’s opinion the operations carried out in the ‘styling’ of an organisation, as practiced historically, bear close similarities with the operations described in design-related Corporate Identity literature as ‘Corporate Identity’. A notable difference between the two is that ‘styling’ embraced a wide range of activities besides graphic design (Ch2). However, the general term ‘house style’ occurs in Corporate Identity literature (Henrion,1989; Staal,1990; Davies,1995; Dubberly,1995; Hoogland,1999) suggesting that design and its outcomes are linked with Corporate Identity.

In the years that followed the invention of the term Corporate Identity, the concept and the public perceptions of Corporate Identity was seen to be strongly linked with graphic design and design activities generally (Schmidt,1995). Still, this common perception that Corporate Identity equals Graphic Design continues to exist in design and business circles and according

to Van Heerden and Puth (1995:12) specific emphasis on the visual side of Corporate Identity unfortunately reinforces the impression that it “consists solely of visual paraphernalia”. The close association of Corporate Identity with Graphic Design resulted in the inclusion of Graphic Design’s operational terminology⁸⁷ in the vocabulary of Corporate Identity. In this researcher’s view the concept through its close association with Graphic Design has today lost something of the holistic nature that was observable in the examples of AEG, Olivetti, etc., where design was a considerable but clearly not the only part of Corporate Identity operations.

By the 21st century Dowdy (2003:7) recorded that design had become identity, and identity had become brand! Similarly, Jones⁸⁸ (2001:29) wrote:

“Designing identity, designing brand. It’s starting to sound like a tired litany. And the buzzwords around branding are becoming seriously devalued. We have to move beyond this vocabulary and find something more resonant, more exciting”.

Jones argued that brands had seen their day, that they had promised more than they could deliver, and that therefore organisations had to shift their focus towards identifying and communicating their big idea. Perhaps this is an indication that the more recent renaming of Corporate Identity as Brand is not inclusive and wide enough to cover the concepts of culture, behaviour, etc, (Baker and Balmer,1997; Cornelissen and Harris,2001) that as seen in previously published literature, are intimately bound up with Corporate Identity.

The somewhat rare and very brief comment of Jones (2001) that the thinking of designers and their terminology should move towards understanding the ‘big idea’, coupled with the view of Brand and Bugel (2003) that the term Corporate Identity is perhaps more inclusive than its successor term of brand, indicate a need towards a wider, more complete therefore holistic understanding of the concept.

Current literature also provides a few indirect suggestions that the Concept of Corporate branding should be replaced, yet again by the concept and term Corporate Identity. For example Brand and Bugel (2003), in their paper “*From Brand proposition to involvement and dialogue*” clearly state that organisations should change their practices from brand management to Corporate Identity management. This researcher believes that the concept of Corporate Identity as historically practised prior to its close connection with Graphic Design fulfilled this need and agrees with the view implied by of Brand and Bugel (2003) – that Corporate Identity as a term is both richer and more appropriate than Brand to describe the complexity of the field.

⁸⁷ Corporate Identity literature, written from a graphic design point of view, clearly has the needs of graphic designers in mind, and evidently involves the following terms:- Names, logo, symbol, trademark, colour, typeface, corporate identity program, symbolism (e.g. Napoles 1988). In the texts these terms are usually sufficiently explained and are then used to develop specialised ideas; but not always successfully.

⁸⁸At the time of the publication the Head of Wolff Olins Consultancy

As a term, it is also wide enough to include the recent thinking that Corporate Identity management should include the control of ‘sensory satisfaction of audiences’ proposed by Bartholme’ and Melewar (2009). Surely the thesis understanding of Corporate Identity is holistic enough to incorporate this latest proposal.

An additional term commonly associated with Corporate Identity is the term Corporate Image. Topalian, who was judged in 1984 by the UK Council for National Academic Awards as having the most comprehensive and researched views in Design Management, in his 2003 publication; “*The development of corporate identity in the digital era*”, stated that:

“When business executives and designers mention these terms (*corporate identity and image*), more often than not mean the visual schemes devised to “portray” organisations – visual identities, visual identification systems, logotypes and symbols – each of which has a distinct meaning.”

Topalian (2003: 1119), *italics added*

This statement not only confirms that Corporate Identity is equated with design but also that it is the same as Corporate Image. This is not surprising since as seen previously (2.4.2), Corporate Identity theory was based on the theories and work of scholars on Corporate Image. For many Corporate Identity is synonymous with Corporate Image, for others, the concepts are different. The view that they are closely related is also claimed. These views are presented and discussed in Appendix 4.2.

This thesis has theorised Corporate Identity as a subjective perceptual continuum created in the minds of people from the outcomes of various organisational operations and as such it is rightly equated with Corporate Image, but is that so?

Cheston (2001) presents the opinions of the CEOs of three identity consultancies, who all agree that the concepts of Corporate Image and Identity are closely related. In particular, the CEO of Berni Marketing & Design reports that one of the biggest challenges of his consultancy is to create a connection between Image and Identity for client organisations. The senior Vice President of LAGA also states that the challenge in creating Corporate Identities lies in managing all the components of Corporate Identity within a consistent Corporate Image. Although these views are expressed without any further explanation about the relationship between the two concepts, they do provide a good indication that they are related. Chapter 5 discusses this similarity and Semeiotics is employed to understand this close relationship between the two terms.

The concept of Corporate Image is also present in the published work of non design authors. Christensen and Askegaard (2001:293) argue that the discipline of marketing “has been quite instrumental in securing and maintaining both practical and theoretical attention to the issues of identity and image in contemporary organisations”. Such publications collectively emphasize

the importance of corporate image management in order to shape internal and external perceptions of the organisation.

When Corporate Identity related material is written from a consultant's point of view and aimed toward a more discerning reading audience such as managers, potential clients, and other designers, further terminology is associated with Corporate Identity. Issues include leadership, steering, creative process management, design process, consistency, communication, measurement, analysis, audit, implementation and launch (Rowden,2000; Olins and Selame,2002; Schmidt and Ludlow,2000; Vlessing and Van Westering,2003). In such publications, systematic classification of the types of Corporate Identity is also presented. A key taxonomy, introduced by Olins (1989) in his book, "*Corporate Identity making business strategy through design*", includes the terms Monolithic, Endorsed and Branded. That taxonomy formalises the ways that an organisation can name, identify, structure and organise its functional units; indeed it remains in current use (Olins,2002). In addition, such published literature associates Corporate Identity with concepts such as culture, vision, mission, change, ethos (Jenkins,1988; Schmidt and Ludlow,2000). Often, Corporate Identity is presented as a vehicle for the mission statement of an organisation (Schmidt,1995), or Corporate Positioning (Schmidt and Ludlow,2000).

Appendix 4.1 presents additional terminology used by authors from non design perspectives. Literature stemming from marketing and business scholars favours the terms Organizational Identity and Image to Corporate Identity and Image. This researcher however has opted out from using this phrase because these terms were introduced in literature to differentiate between the perceptions held respectively by internal and external audiences (2.4.4; Appendix 4.1). Setting aside the differentiation between which type of audience these two terms address, the fact that the term organizational identity is used to describe the perceptions of people supports the thesis' understanding of a subjective continuum.

Behaviour is another term associated with Corporate Identity (Bernstein,1986; Band,1987; Bellhouse,1989; Olins,1990; Henrion,1990; Hoggland,1999; Van Heerden and Puth,1995; Schmidt and Ludlow,2000), and is used by design or non-design oriented authors. In particular, Henrion (1990) stated that his consultancy, based on the idea that Corporate Identity should concentrate on ethical issues, turned its services in the ethical management of the responsibilities of organisations to their internal and external audiences. Although Corporate Identity or branding is linked with the ways organisations behave, - in practice organisations often fall down in their behaviour toward customers (Olins, in Dowdy,2003:150).

The term communication also features in almost all articles, books, and academic papers in the field. In more detailed texts, authors prefix it with corporate, marketing, internal, and external. Keefe (1995) also links Corporate Identity with the corporate voice; a blanket term for the messages organisations convey to their audiences.

Taking an overview, Corporate Identity was argued from many different professional points of view (Fig 4.4.1 Exh1) all of which have introduced a variety of terms into the literature in order to explain ideas and argue prevailing issues regarding Corporate Identity. However these terms and their explanation did not always take into account the work of authors practicing in different disciplines. Thus terminology at first glance appears to be inconsistent and unconnected in its totality as the following discussion (4.4.3) indicates.

Four main clusters of terminology can be observed, and are illustrated in Fig 4.4.2 Exh1. These clusters contain detailed terminology regarding the issues, concepts, activities and theories related to Corporate Identity. The plethora of these associated terms shows that Corporate Identity is a large field only partially influenced by design. Also the conclusion that Corporate Identity is a matter of many different professional activities and disciplines just as theorised in the previous chapter.

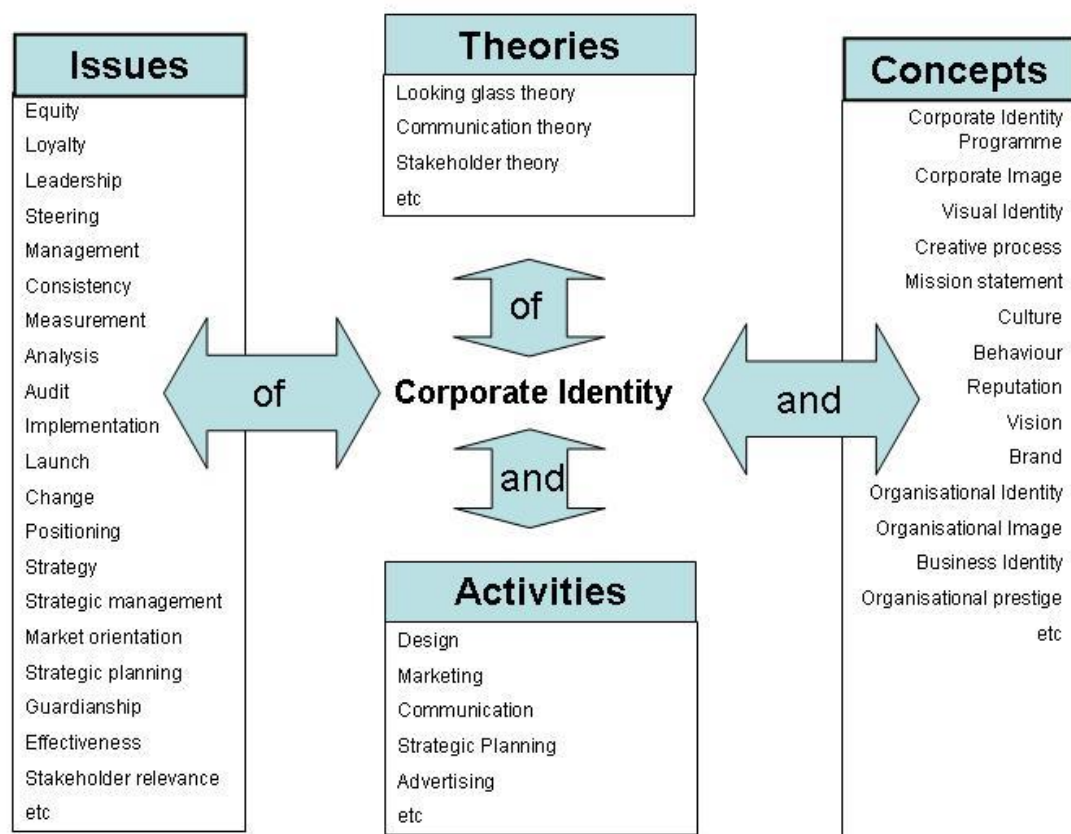


Fig 4.4.2 Exh1 The multidimensional nature of Corporate Identity as extracted from terminology in use (Miggou,2004)

4.4.3 Are such terms normally used clearly and unambiguously?

Keen and Warner (1989:13) pronounce that; “Terminology in this field is notoriously vague” and Balmer (1995:41) concludes⁸⁹ that:

“Many writers and consultants are not consistent in their references to Corporate Identity”.

Section 2.4.1 identified that the concept of Corporate Identity lacks a widely accepted definition and that different authors in their work use different definitive explanations. The same ambiguity is recorded in literature to apply in the definition of its related term Corporate Image (Yong – Kang,2002). Abratt (1989:66 *italics added*) with an interest in marketing communications, notes:

“Despite the voluminous literature the concepts (*corporate identity and image*) remain unclear and ambiguous as no universally accepted definitions have emerged.”

Since this observation and despite the voluminous nature of the literature on Corporate Identity, the situation has not changed. Christensen and Askegaard (2001:293) comment that although in the discipline of marketing there is agreement between its scholars on the importance of Corporate Identity and its related term Corporate Image, the terms still lack a unanimous definition and are used in ambiguous ways by authors. They particularly note:-

“Interestingly, the growing attention to identity and image has not resulted in more precision in the usage of these notions....in spite of a number of important attempts to clarify the definitions of identity and image, there is still a general lack of consistency when these terms are adopted to theoretical models or applied in practice.”

The issue on the imprecise use and definition of the concepts is magnified by their interchangeable use in literature firstly identified by Abratt (1989). Appendix 4.3 presents evidence of this interchangeable use.

Both authors clearly suggest that lack of precision in the concept’s explanation and definition hinders theoretical development and practical application of the concept in the areas of marketing and business management. This limitation is also identified in the practice of Corporate Identity and Image Management, where Topalian (2003: 1130, *italics added*) and Cornelissen (2004:114) respectively stated:

“The fact that so many of these (*authors’ statements about corporate identity*) are based on a confusion with visual identification does little to enlighten business executives and their creative advisers. Indeed, they discourage serious debate and sap credibility: no-one benefits from such diversions.”

Topalian (2003), *italics added*

“Although there has been an enduring interest in corporate identity and image management, there is relatively little systematic empirical research on the topic. Largely due to the diffuse interpretations and dubious denotation that have characterised the subject of corporate identity so far.”

Cornelissen (2004)

⁸⁹ Balmer approached the subject from a business management perspective.

The issue of the vague use of terminology, lack of precision and consistency in the ways the terms Corporate Identity and Corporate Image are used within and across disciplines is identified as a problem which hinders the practical application and control of Corporate Identity.

The importance of this study looking at understanding the Form of Corporate Identity towards a more effective control is grounded in the literature findings.

4.4.4 Do some terms have particular importance in association with Corporate Identity?

The two previous discourses indicated the complexity of Corporate Identity and the plethora of terminology utilised by authors to understand the nature and breadth of Corporate Identity. It is therefore useful to examine which concepts / terms are predominantly used by authors to describe Corporate Identity. As already seen, a term usually mentioned in relation to and often confused with Corporate Identity is that of Corporate Image. Albert's (1998) criteria for the requirements of an adequate explanation of a concept (4.4.1) included the ability of an explanation to clearly distinguish a concept from others that it might be confused with it. In the light of the evidence presented in Appendices 4.1 - 4.3 the interchangeable and imprecise use of the terms Corporate Identity and Corporate Image indicates that their relationship carries increased importance in the understanding of the Form of Corporate Identity.

The term Corporate Identity was introduced in literature by Margulies (1977), with the intention of giving a name to everything an organisation does in order to be successfully identified and recognised by its various audiences. Margulies therefore separated Corporate Identity from the longer established concept of Corporate Image. Whilst Corporate Image enjoyed a consistent explanation over the years, Corporate Identity swayed between being something tangible and something perceptual. So over the years, as the quotes presented in 4.4.1 indicate, there were two main strands developed. In the first strand Corporate Identity is understood as a process (Appendix 4.4), a designed outcome in the form of logo, symbol, brand or product (views which were later greatly criticised), or as the control of all the processes presenting an organisation. However, the second strand describes Corporate Identity as something less tangible, such as the perceptions held by people (equals Corporate Image), the personality, positioning, credibility of the organisation, and eventually this second strand moved toward more esoteric explanations such as the ethos, soul, core, voice and culture of an organisation (see 4.4.1 and Olins and Selame (2002) explanation p 95)

Whether process-orientated or more esoteric, these notions indicate that Corporate Identity initiates or is in fact the end result of various complicated processes which happen in a 'black

box' situation. These notions seem to be able to trigger various perceptual processes or to encapsulate something about the organisation in the form of processed opinions of people. Without doubt, personality, ethos, culture, soul, image, aesthetics are all subjective, opinion-based and admittedly are outcomes of the function of perception. So besides the term Corporate Image, the concept of perception is directly or indirectly used in relation to Corporate Identity.

For Bernstein (1995: 17) Corporate Identity can:

“distinguish a company.....

Distinguish. Separate it from other companies. Position it in the minds of its many publics. Identify it at all times – as being the same company”.

Bernstein almost implies a string of terms:

Presentation – Communication – Recognition – Identification and Differentiation.

Presentation in this context deals with the ways an organisation shows itself to various people and it relates to the organisation's offers. Selame⁹⁰ and Selame (1975:) believed that Corporate Identity is a display – a presentation of the company's visual character.

“The corporate identity.....is all planned and all visual.....(*It*).....is the firm's visual statement to the world of who and what the company is – of how a company views itself.....”.

The statement “is all planned and all visual” suggest that Corporate Identity is above all designed.

Expanding on this view, a prerequisite stage of any presentation is that it needs to be presented to somebody, in other words communicated. Davies (1998) writing from a corporate communications point of view, set aside⁹¹ the visual aspects of presentation, and so explained Corporate Identity as what an organisation says it is. Arguably, the term ‘presentation’ can be understood as both visual and verbal, something that Anspach (1983:20, *italics added*) a top marketing communications consultant in the US, made explicit. For Anspach Corporate Identity is:

“The total presentation of an organisation – the sum of all the elements that make (*it*) distinctive. The presentation is rarely simple, as it usually includes many media and addresses many audiences”.

So, an organisation presents itself via multiple ways which are not limited to design but also include corporate communications.

Topalian (1984) with a background in mechanical engineering and business administration, postulated that Corporate Identity influences and is influenced by the way a company performs

⁹⁰ Founders of the Corporate Identity design consultancy Selame Design, in 1960.

⁹¹ This was expected since Davis by being interested in reputation building regards the Corporate Presentation to be verbal or written.

its business e.g. the clarity of its business mission, the style the company adopts, the sharpness of its goals, the aggressiveness of strategy, the degree by which a company centralised its management and control, the probity of its behaviour. Downey (1986-1987:7) writing from a public relations point of view, described the concept of Corporate Identity taking into account all the previous views rather than emphasising individual aspects of the concept:

“corporate identity is the sum of all the factors that define and project what an organization is....its unique history, business mix, management style, communication policies, nomenclature, competences and market and competitive distinction.”

The views of Anspach, Topalian, and Downey collectively begin to construct a more holistic picture in which Corporate Identity seems to be associated with the “Total Way” – or “Sum of the ways” in which an organisation presents itself in its publics. Therefore, the concept of totality seems⁹² to be a characteristic of Corporate Identity, thus indicating that Corporate Identity is a wider and more complex concept than usually presented in literature.

This picture also indicates that Corporate Identity involves many media which may be operational, visual, verbal or behavioural. Therefore when Corporate Identity is considered within the context of corporate presentation, it has both tangible and less tangible working components. This reveals a progressive shift in the understanding of Corporate Identity, which begins to break away from its specialised and compartmentalised treatment⁹³.

Developing from this observation, this presentation requires an audience to attend it, a term that was found in Ch2 to feature in Corporate Identity literature. Arguably, an audience happening upon a presentation will process its content. This process could be of varied quality and depth. As a result of this processing, the audience is able to recognise the content of the presentation, so that the identity of the organisation is revealed. In the case in which the presentation was effective, audiences at best will be able to understand a considerable part of its content and differentiate it from other presentations.

If Corporate Identity is the Presentation of an organisation, then in the absence of the audience to process it, it ceases to be an asset for the organisation. Therefore Corporate Identity begins to take shape and form after the presentation has been attended and processed by people. So Corporate Identity takes place, actually happens in the minds of people, not just in drawing boards, corporate communications –marketing offices, advertising agencies and boardrooms. Therefore the conceptualisation of corporate identity as a subjective continuum presented in Ch3 is strengthened.

⁹² The same deduction was reached from the discussion presented in Appendix 4.2 on the whether the terms Corporate Identity and Corporate Image are synonymous

⁹³ Identified in Ch2

With the exception of Margulies (1997), the concept of ‘identification’/ ‘recognition’ is not commonly discussed by authors in relation to Corporate Identity. On the contrary the concept of ‘differentiation’, is unanimously used by all authors to suggest what Corporate Identity can do (Ch3). However, in this researcher’s understanding, in order for something to be differentiated it needs previously to be perceived and identified.

Corporate Identity literature makes superficial references to the importance of an organisation’s identification to the effect that if only a brief reference is made, it usually becomes ‘unnoticed’ by the reader. In the absence of perception, the most effective Corporate Presentation is merely a wasted expenditure for an organisation.

Whether the audience will like the presentation it received and as a result will ‘identify with’ the organisation is an additional issue. However, it also provides additional indication that the understanding of Corporate Identity might be grounded in the process of identification – rather than the process of the creation⁹⁴ of its presentation.

This introductory discussion identified a string of terms used to describe Corporate Identity all of which are associated with perception. The following selection of various explanations of Corporate Identity shows the term perception being used or implied, even if it is mostly unexplained. The key words suggesting this relationship are underlined in the quotes that follow. These quotes and the discussion of this question also agree with the thesis understanding of Corporate Identity as a perceptual construct – with the characteristics of a continuum.

Identity: “Identity means the sum of all the ways a company chooses to identify itself to all its publics- the community, customers, employees, the press, present and potential stockholders, security analysts, and investment bankers”.

Margulies (1977:66)

Corporate Identity: “...an assembly of visual clues – physical and behavioural by which an audience can recognise a company and distinguish it from others and which can be used to represent or symbolise the company.”

Abratt (1989:68)

Corporate Identity: “The totality of the way the organisation presents itself and is seen to be can be called its identity...and consists of the explicit management of some or all of the ways in which the company’s activities are perceived.”

Olins (1990:8)

Corporate Identity: “The impression of the overall corporation held by its various publics”.

Gray and Smeltzer (1985:73)

Corporate Identity: “The degree to which the firm has achieved a distinct and coherent image”

Shmitt, Simonson and Marcus (1995:83)

⁹⁴ Evidently, the thesis provided enough evidence, which all seem to indicate that Corporate Identity in literature is connected with the ways an organisation presents itself to the public. Hence, its reader will find a considerable amount of literature referring to the contribution of design with specific reference to graphic design, as a means to contribute to this presentation.

Implication of the understanding of Corporate Identity to its control

Arguably the ways in which a concept is understood and explained directs how it can be better controlled. If various definitive explanations of Corporate Identity are provisionally put together, (including examination of the terms presented in the glossary Appendix 4.5), the resulting ‘mental picture’, although fragmented, indicates two generic understandings of Corporate Identity.

First, that Corporate Identity as a field and concept lies on the side of the sender of Corporate Presentation; the organisation. For this reason, its understanding should be somewhere on the side of the organisation and be related with the involved operational processes.

Second, that Corporate Identity actually happens on the side of the receiver of Corporate Presentation (the audience) and should be related to the processes that happen in the minds of the audience, such as identification, recognition, formation of images, impressions, etc. Therefore, if Corporate Identity in reality it is an end-result of perception.

This researcher’s understanding reconciles these two different strands. When Corporate Identity is understood as a subjective continuum which is influenced by the outcomes of many organisational operations and activities, this embraces the view of those authors who suggest that Corporate Identity is the sum of the ways in which an organisation is perceived and identified by its audiences. The suggestion made earlier (Ch3), that Corporate identity can also be viewed as a vantage point to assist organisations to reorganise and retune operations in order to achieve their ideal Corporate Identity, also embraces and justifies the fact why various authors name these operations / processes as Corporate Identity instead Corporate Identity Programmes or Projects, perhaps for reasons of economy.

In relation to the latter point it should be noted that the renaming of Corporate Identity as Brand allows professionals to describe the processes that create a brand as branding whereas Corporate “Identity-ing” would not sound correct either catchy.

In this way the two previously different strands of thought on Corporate Identity are brought together, making the contributions of all authors important and bringing together the otherwise fragmented or inconsistent literature.

Important notes on the control of Corporate Identity can also be made. The thought that Corporate Presentation via its related, varied, specialised and complex processes creates various outcomes which can be further conceptualised as the ‘triggers’ that consequently will initiate a string of related perceptual processes to start and to create Corporate Identity, offers a useful path for enquiry. Finally this line of thought also embraces the work of all authors practicing

and publishing from the design, business, communication, marketing, behaviour, perspectives the contributions of which are important in the creation of the appropriate worked outcomes which will trigger and inspire the wished Corporate Identity in the minds of an audience. Understanding Corporate Identity as a perceived outcome of these triggers implies that their creation processes should be informed by the workings of perception if the continuum of Corporate Identity is to be controlled effectively. In addition the role of an audience now takes a prominent status in the control of Corporate Identity operations. These issues are examined in the chapters that follow.

4.4.5 Can a glossary of useful terminology be compiled for Corporate Identity reference?

Appendix 4.5 presents a glossary of terms associated with Corporate Identity. This glossary serves three purposes.

- It is a concise way to indicate the plurality of definitions of Corporate Identity and its related concepts, which individually in this thesis understanding of corporate Identity show up a different aspect of the Form of Corporate Identity
- It consists of a quick reference system for terms that are used by authors, and for reasons of economy, their explanation might not be fully quoted in the thesis.
- It will serve as a check list to compare, evaluate this researcher's holistic understanding of Corporate Identity.

4.5.0 OBSERVATIONS ON THE USE OF TERMINOLOGY

Discussion 4.4.1 expanded the basic enquiry of Ch2 on the terminology to see whether there is a precise explanation or practical definition of Corporate Identity. It was observed that its 'definitive explanations' introduced different aspects of Corporate Identity phenomena and the majority were found to serve as aide- memoir for the publication.

Although such explanations may in total model the scope of Corporate Identity, they were found to be non-transferable between the different disciplines. A considerable amount of these explanations were found to be so 'general' or perhaps very 'focused' that they cannot stand alone⁹⁵ or work as a 'definition' as defined by Albert (1998).

Discussion 4.4.2 on the terminology commonly used in association with Corporate Identity, indicated that design operations were linked with Corporate Identity operations long before the term Corporate Identity was coined. However, over the years the concept seems to have lost something of its previous completeness (which was observed in the examples of AEG, Olivetti, Ch3). That seems to have been a consequence of its partial, very specialised treatment and its lengthy⁹⁶ and close association with graphic design.

In relation to the renaming of the concept to 'brand'⁹⁷, which traditionally is linked with nomenclature, logo and packaging issues, this seems to be inadequate⁹⁸ to entail the complexity of the field. Clearly each professional discipline, in its attempt to shed light on issues regarding Corporate Identity, introduced a plethora of terms to the literature. The richness of the

⁹⁵ Be self explanatory.

⁹⁶ Literature currently presents evidence that this association still exists. The quotes presented in this chapter and a brief search on the internet on consultancies providing Corporate Identity services indicate this narrow treatment and understanding of the Field.

⁹⁷ The published material compiled to examine the diagnostic questions of this chapter indicated a growing trend towards abandoning the idea of Corporate Identity, and to extending the use of the longer established term Brand in its place (Topalian, 2003). In this researcher's view, to side step Corporate Identity because too many people do not understand or cannot agree what it means, is an important point; but to suggest replacing much of the Corporate Identity concept with Brand as a concept so that more people will understand, is surely unsound. Brand does not, in its simplicity, fit with the complexity of detail that is covered in the professional literature about Corporate Identity. The use of Brand as a professional shorthand reference is convenient for those who know; but the remaining public and professionals who may be involved, will surely retain their limited view of, such as -"Beanz Meanz Heinz"!

⁹⁸ A recent example of the launch of London 2012 Olympic and Paralympic Games (www.london.com/about-newlook-video, accessed 05/06/2007, one day after the launch of the brand) concentrating on the emblem and its animation capabilities clearly indicates the understanding 'Brand equals graphic and multimedia design'. Under the heading, "The new London 2012 brand" it was stated that the emblem: -"Will become London 2012's visual icon, instantly recognisable amongst all age groups, all around the world. It will establish the character and identity of the London 2012 Games and what the Games will symbolise nationally and internationally". This quote clearly indicates the limitation of the term 'brand' where the people responsible for the narrative had to use the term 'identity' to describe ideas and explain what the emblem can do.

terminology alone is an additional indication of the complexity of Corporate Identity and confirms that it results from the work of various professional activities. This strengthens the suggestion of the thesis that Corporate Identity is the end result of all these multidisciplinary organisational activities and its theorisation as a subjective continuum unites all the perspectives of Corporate Identity study.

An observed common theme implied by the examined terminology in its totality is an evident suggestion of authors that Corporate Identity differentiates an organisation from its competitors. In addition, the concepts of Corporate Image, (organisational image), Corporate Presentation, Differentiation, Behaviour, Communication and Audience are mostly referred to by the majority of authors, regardless of their professional and academic origins. The theory covering these concepts is also complementary to the understanding of Corporate Identity as a perceptual subjective continuum.

Discussion 4.4.3 on whether terms are normally used clearly and unambiguously presented the concern of authors about the lack of clarity in the use of terminology. Such inconsistencies in published work are considered as unsatisfactory because they:

- Cause inconsistency in comparative reading
- Hinder the development of theoretical models
- Hinder practical applications
- Hinder the systematic and rigorous understanding of the concept and its control

Amongst the presented ambiguities, one seemed to be particularly important in hindering the understanding of the form of Corporate Identity. This was the relationship between Corporate Identity and Corporate Image. The terms were evidently found to be used interchangeably in the texts⁹⁹. On the premise that taken singly the words ‘identity’ and ‘image’ have distinct and separate meanings, it can be argued that Corporate Identity and Corporate Image should also be different. The Chambers dictionary (1991) defines “identity” as a state of being the same, it also refers to individuality and personality, and who or what a person or thing is. Whereas it defines “image” as a likeness, a picture or representation in the mind, or an appearance. Whilst such approximate usage may be acceptable in a casual study, more standardization and

⁹⁹ Topalian (2003) argued that for this careless use of terminology designers are the ones to blame. Topalian, with his business background, writing from design management point of view and publishing extensively in Marketing publications, certainly should have not been so ‘dogmatic’ in his views of ‘who’ is responsible for this inconsistency, since the material compiled in this chapter and glossary indicated that terminology is understood differently, both within the same discipline and amongst different disciplines. Few identified inconsistencies between authors from disciplines other than design are presented in Appendix 2.6

consistency in use of terminology is necessary in the more rigorous and complex practice of Corporate Identity.

In technical writing different words are used very precisely to describe a single concept without using numerous¹⁰⁰ words. Perhaps it is more helpful to conceptualise that the different terms imply subtle differences in the concepts, demanding more disciplined and accurate use of such terminology by technical authors, when the nature of their discussion so demands. It is also accepted that some special adaptation in the usage of common terminology in specialised professional practice (Henrion,1990) is to be expected. In the interest of succinctness this can be useful¹⁰¹ in specialist academic or technical writing. However, it is important that authors of texts written across professional cultures try to be holistic in the use of terminology. Especially, in the field of Corporate Identity in which over the years many different disciplines contributed to its theoretical argumentation¹⁰².

At a practical level, the ambiguity in the use of terminology or adaptation of ‘shorthand’ terminology introduces ‘professional jargon’ in the processes and hinders effective communication amongst different organisational departments. Therefore the importance and value of this study becomes apparent, and, in order to expand the understanding of the Form of Corporate Identity, we need to understand and clarify the relationship between Corporate Identity and Image.

Discussion 4.4.4 on the identification of terms that seem to be important in uncovering the Form of Corporate Identity builds on the previous observation on the close relationship between Corporate Identity and Corporate Image. Examination of the ways both concepts are used by authors indicated Corporate Identity to encapsulate something about the organisation in the form of opinions and a tendency of authors to assign summative properties to it. Closer examination of definitive indications also suggested both concepts to be linked with the concepts of Corporate Presentation – Communication – Recognition – Identification – Differentiation; the majority of which are outcomes of perception. Two different generic understandings of the operationalisation of the concept of Corporate Identity were identified. Corporate Identity happens: –either within the organisation, through the creation of various corporate presentations or – within people’s brains through the function of perception. The latter, as the published material indicates, has received considerable less attention by authors

¹⁰⁰ Known as redundancy.

¹⁰¹ I.e.: Professional design communication with other professionals would be expected to focus on their specialist area, using a “short hand” form of terminology, which works conveniently for their purpose.

¹⁰² The term “argumentation” is here used rather than the term “development”, because in this researcher’s mind the latter term implies a definite and positive enhancement of current thinking. That really has not happened with the concept of Corporate Identity.

publishing in the field of Corporate Identity Field, whilst the former has been criticised¹⁰³ by authors who often blame design professionals for careless use of language. However, as Appendix 4.6 terminology is also used in careless ways by other disciplines.

The thesis' understanding of Corporate Identity as a subjective continuum influenced by every organisational outcome which functions as trigger, bridges these different views of authors and connects the fragmented literature.

Discussion 4.4.5, on whether a glossary of useful terminology can be compiled for Corporate Identity reference, indicated the plurality of relevant terminology, and the somewhat different explanations of the important terms. What the majority of authors describe as inconsistency, this researcher believes to be the presentation of the many different 'sides of the coin'.

In the context of standardization it should be noted that a British Standard introduced in 1995, on terminology in design management includes the term Corporate Identity and Image (Appendix 4.5). However in extensive reading on the subject this researcher has not come across authors using these definitions, with the exception of Topalian (2003:1119) who makes particular reference to the fact this BS "is broadly ignored". In this researcher's view, although the BS terminology is not often quoted in published texts, the majority – though not all of the authors looking at Corporate Identity issues from design point of view hold to definitions that are close to the BS one. As suggested previously this is fruitful when communication takes place within the same discipline however, it is considered to be counteractive in cross disciplinary communication.

In the light of an increasing, and shared argumentation of authors that Corporate Identity should be treated in more holistic ways, where different disciplines are called to co-operate, a shared common understanding of the term is considered a prerequisite for a more effective control of the field. In this context, the broad and elusive definition of Corporate Identity found in BS7000 was judged inappropriate for holistic and practical application.

¹⁰³The issue of inconsistency has been critically identified by Topalian (1984) who argued that confusion in the terminology was result of the careless usage by design professionals, the implications of which should not be neglected and should be considered as matter of an important issue. This attitude has been characterised by Topalian (1984) as an

"intellectual apathy which pervades discussion of design matters within industry"

Topalian (1984 and 2003) argued in this way because Corporate Identity was initially pioneered by design professionals and advertising specialists, to such an extent that today when managers and designers talk about Corporate Identity, or Corporate Image, most of the time they refer only to the two dimensional visual ways that companies present themselves to their customers (Schmidt and Ludlow, 2000; Topalian, 2003).

4.6.0 PROVISIONAL CONCLUSIONS

For a concept so important and topical, the ambiguity surrounding Corporate Identity in the literature offers opportunities for further research. When cross-disciplinary co-ordination of departments is required, after all, a common understanding of the concepts is essential for effective interdepartmental communication. Consistency in the use of relevant terminology will likewise enable better and more precise communication of ideas between the different academic disciplines in theory and in practice. There is surely an outstanding need to establish a more satisfactory practical and holistic definition of Corporate Identity.

This chapter indicated Corporate Identity and Corporate Image through their association to the concepts of identification, – recognition, – differentiation, to be connected with the function of perception. However, at this stage conceptualising Corporate Identity as the outcome of these functions alienate the views which consider Corporate Identity to be the multifaceted presentation of an organisation. In search of an alternative way of thinking which unites these equally important views the following hypothesis was generated.

Corporate Presentation manifested through the outcomes of varied, specialised and complex processes can provisionally be conceptualised as the ‘triggers’ that consequently will initiate the identified perceptual processes of identification, – recognition, – differentiation to start. Therefore Corporate Identity could well be the response to these triggers and have the characteristics of a continuum (Ch3) which can be influenced in the wished direction.

In addition, Corporate Identity retrospectively can be used as a vantage point to guide operations to achieve the desired Corporate Identity. If this line of thought is accepted then it is highly possible that for reasons of economy in language the process which creates something to adopt the name of its outcome, i.e.: designing and design. Such an understanding can also explain the latter renaming of Corporate Identity to Brand. The outcome is the brand whilst its creation process is branding, a possibility that the term Corporate Identity could not offer.

4.7.0 NEXT TASKS OUTLINED

The thesis so far has reached a practical working understanding of Corporate Identity which smoothes the discontinuities identified in literature in relation to the explanation of Corporate Identity. This understanding was crosschecked against new material all of which progressively reinforced the idea that Corporate Identity is formed in the minds of people. Nevertheless the ambiguity in the understanding of Corporate Identity and Corporate Image was not resolved since the discussions suggested Corporate Identity and Image to be mental constructs which are closely related. The next chapter examines this close relationship.

5.0 CORPORATE IDENTITY AND CORPORATE IMAGE EXPLAINED THROUGH SEMIOTICS

5.1.0 THE PURPOSE OF THIS CHAPTER

The purpose of this chapter is to explore the relationship of the terms Corporate Identity and Corporate Image and to locate the term Corporate Identity within a theoretical environment where its understanding can be realised. In addition the purpose of this chapter is to confirm and provide the theoretical ground for the holistic practical understanding of Corporate Identity formed from the Strategic Enquiry into the literature.

5.2.0 METHODOLOGY

The analytic discussion of the Diagnostic Questions, from the fragmented content of published material on the subject, has produced a structured view of Corporate Identity. Previous chapters progressively build an understanding of the Form of Corporate Identity based on evidence suggesting that its essence seems to lie in the ways that the public forms perceptions. As such this conceptualisation resembles the definitive explanation of Corporate Image.

Bick, Jacobson and Abratt (2003: 836) highlighting the importance of the concept and its effective management, stated that: in the 21st century the management of Corporate Brand would “by necessity” occupy the board’s working time if an organisation was to survive in the market place. However the authors argued that a necessary step before this is to define the related concepts in the field, with priority given to the concepts of Corporate Identity and Image.

The previous chapter, alongside its Appendices, presented a thorough exploration of the ways in which definitive explanations of both terms are used in literature. Here, several additional views of authors suggesting Corporate Identity to be a mental construct, supporting this thesis, are briefly outlined. From these the explanation of Christensen and Askegaard (2001) is chosen for further discussion with the intention of clarifying the relationship between Corporate Identity and Image.

This researcher discusses some blurred issues in the work of the two authors, and provides additional evidence which supports the thesis’s definitive explanation of Corporate Identity.. Then the relationship of Corporate Identity to perception is introduced through a literature review on published work on Semiotics, linking directly the notion of Corporate Identity and perception, this relationship is explored in more detail in Ch7.

5.3.0 THE ISSUES EXAMINED IN THIS CHAPTER

5.3.0	What is the relationship between Corporate Identity and Corporate Image?
.1	Is Corporate Identity a mental construct?
.2	Christensen's and Askegaard's (2001) work as a means to reach a working definition of CI
.3	Semiotics and Signs - Are signs mental or physical constructs?
.4	Is Semiotics a useful way of understanding Corporate Identity?
.5	How can the explanation of Corporate Identity influence its practice?
.6	The relationship between Corporate Identity and Corporate Image
.7	A practical working definition of Corporate Identity for multidisciplinary use

5.4.0 DISCOURSES ON THE RELATIONSHIP OF CORPORATE IDENTITY AND IMAGE

5.4.1 Is Corporate Identity a mental construct?

The published material gleaned from the literature review and discussed in the thesis so far has collectively indicated that Corporate Identity and Corporate Image to be at least closely related, albeit with blurred boundaries between them. The concepts and their terms have been used interchangeably and with an evident lack of consistency and comprehension in both the published literature and practice of Corporate Identity (4.4.3, 4.4.4 and related appendices).

Both concepts were seen to be related to the 'processing of various organisational cues by people'. These indications, alongside the various unexplained statements of authors suggesting a link of the concepts with the function of perception, have led to a re-examination of the published work of these authors, who have placed the understanding of Corporate Identity away from the assembly of visual, communication, marketing or behavioral manifestations (cues) made by organisations.

A brief examination of this matter reveals the view of Balmer (1995 and 1998b) who described Corporate Identity as the reflection of 'what an organisation is'. This rather broad definition has gained the agreement and support of many academics such as Hatch and Schultz (1997), Van Rekom (1997), and Cornelissen and Harris (1999). This statement might be interpreted in different ways. For example, 'what an organisation is' can be taken as how an organisation sees itself to be or how it is understood to be by people, or what the organisation thinks that the people think of the organisation, etc. This situation of dubious interpretation was evident in the literature. Although these authors defined Corporate Identity in the same way, they differ in the way the same definition has been explained or expanded upon. For example, Van Rekom (1997) postulated that Corporate Identity is composed of the core values of the organisation

which could be influenced by how the organisation wished to be perceived by its audience(s). This explanation of Corporate Identity in this researcher's understanding places Corporate Identity in the realm of ideas, opinions, feelings, etc, rather in the context of planned tangible processes carried out by the organisation in order to present themselves, as Cornellißen and Harris postulated in 1999.

Moingeon and Ramanantsoa (1997), two marketing scholars who belong to the French¹⁰⁴ School of Thought, also supported the view that Corporate Identity encapsulates the values of an organisation. The authors argued that Corporate Identity and Corporate Image are related concepts both addressing the perceptions of people. However, Corporate Identity addresses internal images and the perception of the employees of an organisation, whilst Corporate Image has traditionally been associated with the opinions of people external to the organisation. These views were, however, opposed by Howard (1998) who on examining Corporate Identity from a marketing consultant's perspective placed it as the presentation of an organisation. Alongside these views the quotes presented in 4.4.1 also suggest Corporate Identity as the outcome of perceptual processes thus supporting the thesis understanding.

Having outlined some of the views of authors who have suggested Corporate Identity to be a mental concept rather 'a planned (or not) presentation' of the organisation, this discourse examines the relationship of Corporate Identity and Corporate Image, using as its major reference the work of Christensen and Askegaard (2001). This is because the primary objective of these two authors is to understand the relationship between these two concepts, whilst the previous papers only refer to this relationship briefly. The authors at the time of publication respectively lectured in the departments of; Intercultural Communication and Management, in The Copenhagen Business School, and the Department of Marketing, in Odense University, in Denmark.

5.4.2 The influential work of Christensen and Askegaard (2001) expanded

Christensen and Askegaard (2001) in their paper, "*Corporate identity and corporate image revisited*", aimed to understand and explain the relationship between the concepts of Corporate

¹⁰⁴ The French school of thought was created in 1960s and counted among its members authors such as: J.M Dukerich, J.E. Dutton, J.P Larçon, R.Reitter. This school tended to equate Corporate Identity with Personal Identity. It wanted to arrive at a clear definition and create a robust theory and methodology with which to describe understand and control Corporate Identity.

Identity and Corporate Image with the intention of achieving theoretical consistency¹⁰⁵ among the authors and scholars around Corporate Identity and Corporate Image.

According to Balmer (2001), there are three different perspectives from which scholars have tried to explain organisational identity¹⁰⁶; the functionalist, the interpretive, and the post modern. It seems that both scholars, Christensen and Askegaard, belong to Balmer's interpretive perspective, since they used Semiotic theory in an interpretive framework, to understand the relationship between Corporate Identity and Image.

"Semeiotics"¹⁰⁷ or Semiotics or Semiology is the study of signs and symbols, both individually and grouped into sign systems. It includes the study of how meaning is constructed and understood" (<http://en.wikipedia.org/wiki/Semiotics>,2007). The term "sign" is used in Semiology to describe a wide range of applications, such as individual sounds or letters, words, body movements, the clothes people wear, a newly-coined word to describe something, etc. In the combined contexts of Semiotics and Corporate Identity, it is possible to theorise as signs a number of manifestations of an organisation, such as a graphic sign, symbol, uniform, letterhead, advert, marketing promotion, employee behaviour, an interior, a product can and have been be theorised as signs in the work of Umiker Sebeok (1987) "*Marketing and Semiotics*". The same idea is suggested by Christensen and Askegaard (2001:304) saying:

"Signs can be anything that stands for or represents something else, including not only physical, visual objects like, for example, uniforms and letterheads but also corporate values and rituals."

Christensen and Askegaard, (2001:304) use Semiotics to explain Corporate Identity as:

[1] "The sum of signs that stands for an organisation to its various audiences....., recognising, of course, the interplay of interpretations that construct that totality."

The authors continue in their definition of Corporate Identity by saying:

[2] "In a semiotic perspective, an organisation's identity¹⁰⁸ is what becomes commonly understood to represent it, regardless of how intangible, incoherent, fragmented, or even self-contradictory that set of signs sometimes is."

A reader interested in the field of Corporate Identity, accustomed to the views of the majority of authors which regard Corporate Identity as the sum of the ways in which an organisation

¹⁰⁵ Interestingly, although they aim at consistency in the use of these terms, the presence of two additional terms is evident in their article about organisational identity and organisational image (pp 293), which are sometimes used instead of Corporate Identity and Corporate Image. However, this was not surprising to this researcher since as was presented in the discourses on terminology in chapter 2&3, inconsistency in the use of terminology is an identified and acknowledged problem by authors in the field of Corporate Identity.

¹⁰⁶ Balmer is using the terms: Organisational, Business and Corporate Identity interchangeably.

¹⁰⁷ From the Greek word: σημειωτικός, *semeiotikos*, an interpreter of signs.

¹⁰⁸ Note the alternative use of terminology in Christensen's and Askegaard's (2001:304) writing: using organisation's identity instead of corporate identity.

presents itself combined with the lack of familiarization with Semiology terms¹⁰⁹, could well misinterpret Christensen's and Askegaard's definition of Corporate Identity.

This is because the word "represent" as used by the authors in the absence of clarification can have various meanings: According to Chambers Concise Dictionary (1991:905) the verb represent may mean "to show an image of, by imitative art", "to exhibit", or to "stand for".

So the word "represent" and its derivable words e.g. "representations" in Christensen's and Askegaard's paper can be interpreted by the reader as:-

A: The elements which the organisation has chosen to put in audience's view, e.g.: physical representations, manifestations of itself such as its product, logo, advert, etc. – as such their explanation agrees with the literature written from the design perspective.
or

B: As the elements formed in the minds of audiences as a result of their exposure to an organisation's view, – for example, mental representations such as it is an innovative, fair and strong organisation, etc. – as such their explanation supports the thesis understanding of Corporate Identity.

The same question was also generated in relation to the way in which the Semiotic term "sign" is used by the authors. If "signs" are understood as physical representations of organisations such as logos, interiors, etc, then Corporate Identity for Christensen and Askegaard is the sum of these physical representations. This proposition is not a new¹¹⁰ idea and Corporate Identity is definitely different to the notion of Corporate Image. Such an understanding of Corporate Identity has an impact on its control, since by being the sum of these physical representations, it can be planned, designed and controlled by an organisation. Then why are scholars still trying to establish a way in which this problematic¹¹¹ process can be controlled effectively. These observations have led to the examination of the definition of Corporate Identity by interpreting the meaning of "signs" as mental representations.

If "signs" were intended by the authors to be understood as mental representations, then Christensen's and Askegaard's (2001) definition of Corporate Identity when considered in the context of the discussions of this thesis, is indeed a breakthrough in the current knowledge and commonly used definitions of Corporate Identity. Christensen's and Askegaard's (2001) definition in the context of this thesis and its observations this far seems to read:-

¹⁰⁹ These terms are "signs" and "representations."

¹¹⁰ The majority of authors from the design or practical schools of thought in Corporate Identity have introduced this idea, which over the years has been criticised by authors coming from communication and marketing backgrounds.

¹¹¹ As was indicated by the Field Examples in Appendix 1.0

Corporate Identity is the sum of the mental representations created in the minds of people because of their exposure to the various organisation's displayed views – outcomes.

So, returning to the question as to whether the “signs” as defined by Christensen and Askegaard (2001) were the physical organisational displays, or the mental constructs created in the minds of audiences, this researcher had to look at how “signs” are understood in Semiotics and Semiology¹¹².

5.4.3 Semiotics and Signs - Are signs mental or physical constructs?

The two dominant models of what constitutes a “sign” are those of the linguist Ferdinand De Saussure and the philosopher Charles Sanders Peirce. These will be discussed in turn.

Saussure, a Swiss linguist of the 20th century who focused his Semiotic work on Linguistic signs, believed that a “sign” in Semiotics consists of two components (Forrester,2000). The two-part model offered by Saussure is known as the ‘Dyadic model’ (Chandler,2007). The first component is the signifier of the sign, which is its “surface form.” Thus in the sign ‘horse’ its surface form is the written word ‘h-o-r-s-e’. The second component is the signified, which is the meaning of the signifier in this case: the horse as is a donkey-like, four legged animal. The following Figure is adapted from Forrester (2001:5) to demonstrate the linguistic Saussurean understanding of “signs”.

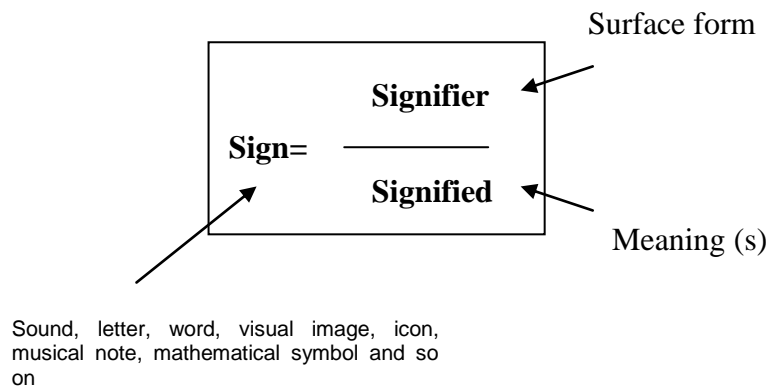


Fig 5.4.3 Exh1 Semiotics and Sign according to Saussure, as recorded by Forrester (2000:5)

Saussure views the “sign” from a frozen state; the word within the text where it is located, the sign is fixed and dictated by the linear order of the text and its content. So “sign” is a two part composite mental structure which consists of a visual part (the written word) and its meaning. There is no doubt that the “sign” for Saussure is a mental construct. Saussure’s understanding

¹¹² Based on the fact that Christensen and Askegaard tried to explain the two concepts of Corporate Identity and Corporate Image through Semiotics.

of sign may be suitable for a linguistic sign but becomes problematic for any other “sign” such as an organisation’s behaviour, advertising, logo, product, etc.

These signs do not generally exist in a given linear format and are context independent. The changing elements of time and context can constantly influence and alter the signs. For this reason Charles Peirce, an American philosopher in the late 19th century, extended the understanding of “sign” beyond its application in language and saw “signs” as mechanisms to create understanding. “Peirce believed that signs establish meaning through recursive relationships that arise in sets of three” (Wikipedia,2007). This understanding of “sign” is referred to as the ‘Triadic model’.

The understanding of sign as proposed by Pierce (1931-58:2.228) is presented in the following quotation: –

“A sign is something which stands to somebody for something in some respect or capacity. It addresses somebody, that is, creates in the mind of that person an equivalent sign, or perhaps a more developed sign. That sign which it creates I call the *interpretant* of the first sign. The sign stands for something, its *object*. It stands for that *object*, not in all respects, but in reference to a sort of idea, which I have sometimes called the *ground* of the representamen.”

The interaction between the Representamen, the Object and the Interpretant is referred to by Peirce as “semiosis” (Peirce,1931-58:5.484) and is illustrated in the following Fig.

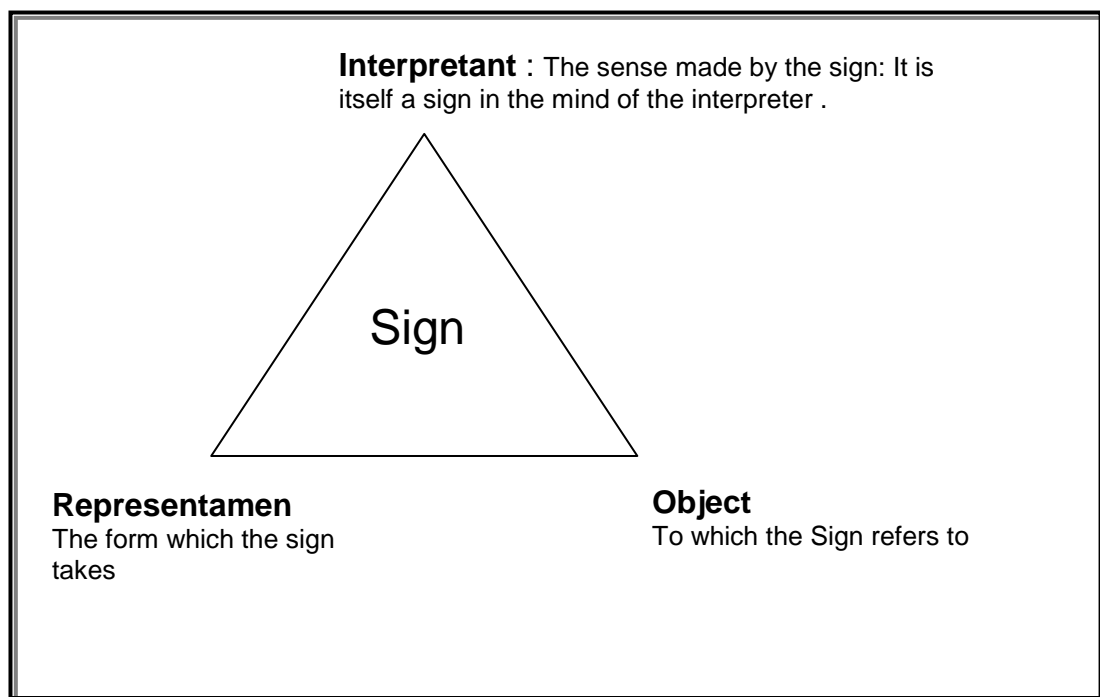


Fig 5.4.3 Exh2 The Peircean understanding of “sign” and the process of “semiosis”

Let's see now how the process of semiosis can be applied in the context of Corporate Identity (Fig 5.4.3 Exh3).

The Object is anything intended to be represented, such as a corporation, an event, an information, a relation, a commodity, an object, an idea, a system, a function, a behaviour etc. The Object is the ultimate objective of the sign, that which is pointed at or being conveyed. The Representamen is that thing which acts as a visual view such as a logo, a symbol, uniform, a product an environment, an advert, etc. Although in common language we tend to refer to the majority of these things as signs, in Semiotics Representamens are not signs. They stand for and represent the Object, e.g. the organisation. They are the means to the end, the components of a language used to project or stimulate what is not seen (the Object). They manifest in numerous language forms: spoken, written, designed, composed, engineered, performed, presented, displayed - and manifest in the form of pictures, graphics, posters, products, tools, environments, gestures, sounds, behaviour, and so on.

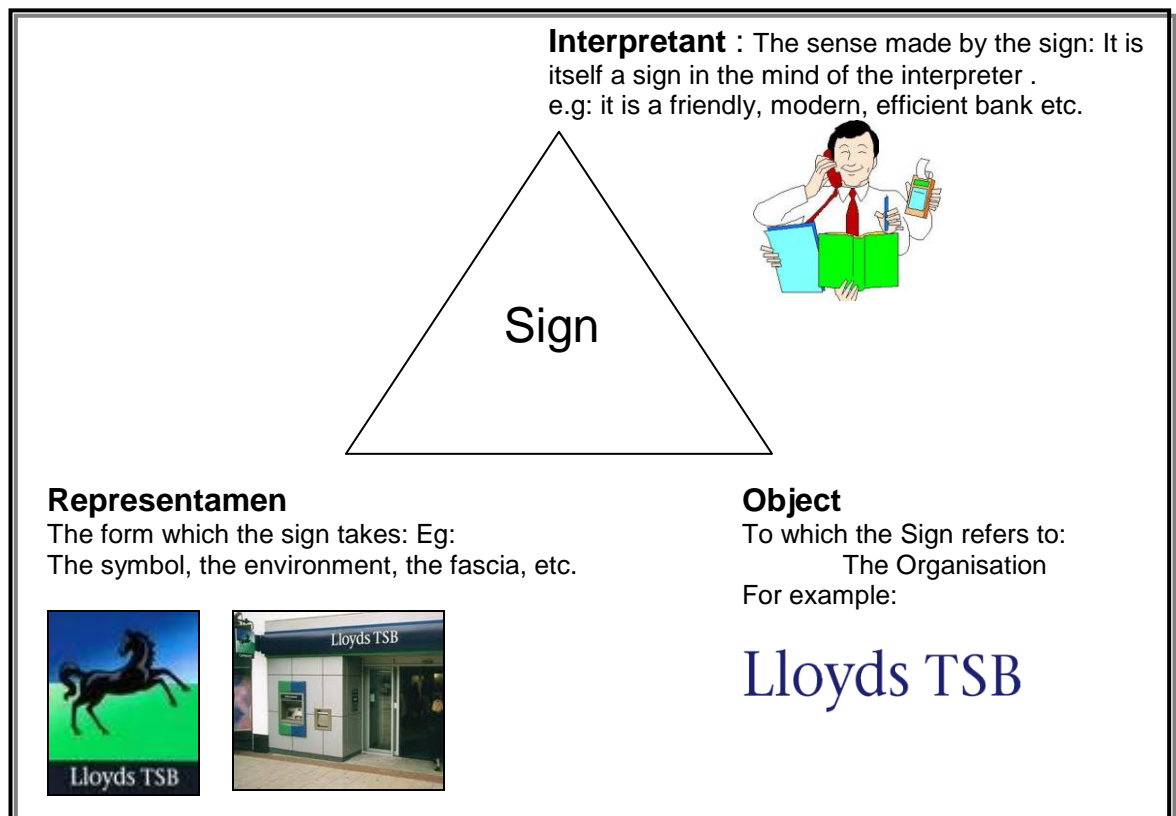


Fig 5.4.3 Exh3 The Peircean understanding of "sign" and the process of "semiosis" as applied in Corporate Identity

Returning to the work of Christensen and Askegaard (2001) an inconsistency was observed. Although they quote the same definition of "sign" by Peirce in their graphic representation of what a "sign" is, Christensen and Askegaard present the "sign" as the Representamen and not as

the outcome of the “semiosis” between the Representamen, its Object and its Interpretant. This inconsistency inhibits the theorisation of Corporate Identity. In the light of the finding that for both Saussure and Peirce a “sign” is a mental construct, then Corporate Identity as understood by Christensen and Askegaard as the sum of the “signs” should also be a mental construct. However, their paper is not clear for the “Representamen” for Peirce as seen in Fig 5.4.3 Exh2 is the form which a “sign” takes which can be physical, or immaterial, and in the context of Corporate Identity might be signage, interior, uniform, advert, expression, rumour, corporate story, etc. This confuses the reader as to whether Corporate Identity as the “sum” of “signs” is the sum of manifestations of an organisation (the Representamens) or a collective mental construct created because of the “semiosis” between various organisational manifestations [representamen (s)], the organisation [their object] and their various meanings [interpretant (s)].

This lack of clarity in Christensen’s and Askegaard’s work perhaps can be explained when the following observation of Chandler (2007:13, text in brackets added), on the use of terminology in papers on Semiology is taken into account:

“The term 'sign' is often used loosely, so that this distinction [*between a “sign” and a “sign vehicle” or representamen*] is not always preserved. In the Saussurean framework, some references to 'the sign' should be to the *signifier*, and similarly, Peirce himself frequently mentions 'the sign' when, strictly speaking, he is referring to the *representamen*. It is easy to be found guilty of such a slippage, perhaps because we are so used to 'looking beyond' the form which the sign happens to take. However, to reiterate: the *signifier* or *representamen* is the *form* in which the sign appears (such as the spoken or written form of a word) whereas the *sign* is the whole meaningful ensemble”.

Perhaps this is the reason why some scholars of Semiotics such as Nöth (1990), Professor of English Linguistics at the University of Kassel, Germany, prefer to use the term “sign vehicle”, as an equivalent of the Saussurean “Signifier” or the Peircean “Representamen”, to differentiate it from the “sign”. In this researcher’s view the term “sign vehicle” is a much simpler descriptive term, especially in the context of Corporate Identity.

An additional indication for the nature of the “sign” is the etymology of the term “signify” which, according to Chambers Concise Dictionary (1991:995) means “to mean,” “to be of consequence.”

Based on this additional reading in Semiotics, this researcher postulated that when Semiotics are applied to the understanding of Corporate Identity, then Corporate Identity can be theorised as a mental construct – as the sum of the “signs” emanating from an organisation.

So the term “signs” is used to express “mental pictures – images ” that a person creates when exposed to an organisation’s displayed view such as an advert, a letter, a logo, the behaviour of an employee etc, it is also the outcome of the process of “semiosis”. The sum of all these signs that stand for an organisation to its various audiences is called Corporate Identity.

5.4.4 Is Semiotics a useful way of understanding Corporate Identity?

According to Forrester (2000:6) although semiotics was originated to understand structural linguistics, it is relevant to any sign-system because “any element which forms part of a meaningful system of communicative exchange can be analysed as a sign”. In addition, Frawley (1992) suggested that texts, visual media, literature, art, cultural rules, non-verbal communicative gestures and codes of behaviour are all meaningful communication exchanges. Therefore, a “sign” can be anything with communication attributes. This was understood by scholars of marketing who as early as 1987, acknowledging Peirce’s most memorable expression that our universe is “perfused with signs”, proposed that marketers should seek to inform their processes with the principles of semiosis (Sebeok,1987). So Semiotics can indeed be used to explain much of Corporate Identity phenomena and in fact the concept itself as suggested by the Prologue and the Field Examples of the thesis(Appendix 1.0), where its formation is grounded in the interpretation of the signs an organisation projects to people. More important we have reached a new understanding of Corporate Identity that describes uniquely the concept and located the concept within a theoretical environment (Semiotics) where its understanding can be realised, thus satisfying two of Albert’s (1998) criteria for a useful explanation – definition (4.4.1).

5.4.5 How the semiotic explanation of Corporate Identity can influence its practice and related operations

Let us now turn to how such an understanding of Corporate Identity could be measured and influence its control. According to Forrester (2000) in Peircean Semiotics a “sign” is everything that determines something else : its “Interpretant”, for example the “Interpretant” of the “sign” horse might be a “gee-gee, a pony, a stallion, etc., so an inherent characteristic of the “sign” is that it becomes an additional “sign” and so on. The secondary “sign” will depend on the interpretation of the interpreter.

Fig 5.4.5 Exh1 illustrates this researcher’s adaptation of this understanding to Corporate Identity. A “sign vehicle” or “displayed view” or “representamen” such as the symbol of a bank might well be a way by which it is differentiated from its competitors. For other people, however, that same symbol might mean a bank that is efficient or not, good to do business with or not, the recognition that the organisation is a financial establishment and not a supermarket, etc.

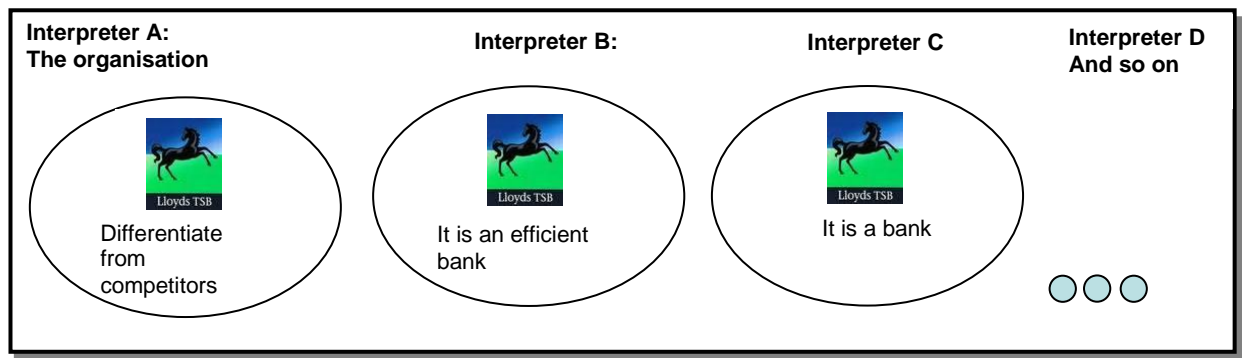


Fig 5.4.5 Exh1 The Peircean understanding of the relationship between the representamen (sign vehicle) and its interpretant, that varies amongst different interpreters (Miggou, 2004).

This example demonstrates the principle that any “sign” is subject to its “Interpretant”, and that a “sign vehicle” might have more than one “Interpretant”. In addition, the explanation of “sign” by Peirce clearly implies that “signs” are an interplay between reality and various mental constructs with infinite “Interpretants”

If Corporate Identity is the sum of the “signs” emanating from an organisation, this understanding shifts the control of Corporate Identity, which currently focuses on the ways in which the “representamen - sign vehicle” is created, on to the ways in which the “interpretant” of Corporate Identity is formed. Attention also shifts to how the “interpretant” can be influenced or controlled. In addition, by accepting this explanation Corporate Identity can be measured, studied and influenced by organisations via the manipulation of their “sign vehicles” or “displayed views” or as previously theorised -outcomes.

For example, in the design process the “Interpretant” component can act as a filter through which the other components of the “sign” meaning its ‘sign vehicle’ such as a product, advert, promotion, are tested and evaluated. So the “Sign vehicle” or “Representamen” as well as the “Object” are constantly defined, re-evaluated and amended if necessary. Understanding what is involved in the “Interpretant”, is crucial to the design of the “Sign vehicle”. The same thinking can be applied in the creation of any other sign vehicle which is not strictly designed, such as policies of an organisation, staff behaviour, social responsibility, ethical responsibility etc, all of which have been associated with Corporate Identity.

For example, the rules of perception as well as the variables that influence the creation of an “Interpretant”, such as the previous knowledge, experience of their viewer, etc, seem to be important. Yet Corporate Identity literature has not indicated any link or reference between the creation of the “sign vehicles” and the rules that govern the creation of their “Interpretant (s)”. This omission is important; for a “sign vehicle”, according to a Peircean understanding, will have a number of different kinds of “Interpretant (s)”. If the rules of this ‘interpretation’ are not considered during the creation of the “sign vehicle”, that could lead to costly design errors. In addition, one particular “sign vehicle” might be more effective than another in creating the

desired “Interpretant”. So organisation’s decision making regarding the alteration of its existing “sign vehicles” can be better informed and fire fighting procedures which seem to occur in practice at least reduced if the rules of ‘interpretation’ (that is the rules of perception) are considered early and incorporated in the processes responsible for the creation of the “sign vehicles”. This practice will improve the control of Corporate Identity’s continuum.

Therefore it can logically be inferred, that the “sign vehicles” (not necessarily visible or designed) emanating from an organisation become important for the “Interpretant (s)” they create, which is related to the individual viewer of the “sign vehicle”.

Therefore, the understanding of the Form of Corporate Identity is positioned in the ways the “sign vehicles” of an organisation are interpreted and the rules that govern the process of this interpretation. In the context of Corporate Identity, the organisation’s “sign vehicles” are the outcomes of various organisational operations, which as seen in chapters 2 and 3 can influence the continuum of Corporate Identity. Consequently Corporate Identity operations should embrace in their practices the ways in which its operational outcomes are interpreted - perceived by the public.

In this line of reasoning Albert’s (1998) criterion that an explanation of a term should prepare the ways in which it can be measured, studied and controlled is satisfied.

Nevertheless, Albert’s criterion that a definition should also clearly distinguish the term from others with which it might be confused also needs to be met. The question being asked at this stage is how closely related is Corporate Identity to Corporate Image. The theory of Semiotics provides a basis for an answer to this question.

5.4.6 The relationship between Corporate Identity and Corporate Image

Christensen’s and Askegaard’s (2001:293) comments suggest that if Corporate Identity is to be controlled more effectively, then more attention needs to be given to the ways in which the people, who are exposed to the various organisational ‘displayed views’ – outcomes, process / interpret their content. Both authors have postulated that Corporate Identity and Corporate Image belong to the realm of “carefully designed and attuned signifiers” (Representamen – or Sign vehicles) which are intentionally created to “elicit quite specific responses and reactions” (Signifiers –Interpretants). Therefore their existence and significance is primarily based on the “interpretative capabilities and preferences” of an organisation’s audiences. Christensen and Askegaard (2001:294) describe both concepts as:

“social-historical simulations of organisational realities – simulations whose quality cannot be simply judged on the basis of their “fit” with reality but must be understood on the basis of their rhetorical power vis-à-vis its various audiences.”

Thus Christensen and Askegaard consider that Corporate Identity and Corporate Image are essentially “recreations” of what the organisation stands for in the minds of those people who are the audience. This understanding evidently contrasts with the predominant sender oriented writings on Corporate Identity, and places emphasis on the side of the receiver¹¹³ and the ways in which people interpret what they see, feel, and experience thus supporting the thesis understanding.

Central to the attempts of Christensen and Askegaard to understand the close relationship between Corporate Identity and Image is the “Signifying Process”, “Signification process” or “Semiosis”.

This researcher’s understanding of the “semiosis” as conceptualised by Peirce and adapted in the field of Corporate Identity is presented in Fig 5.4.6 Exh1.

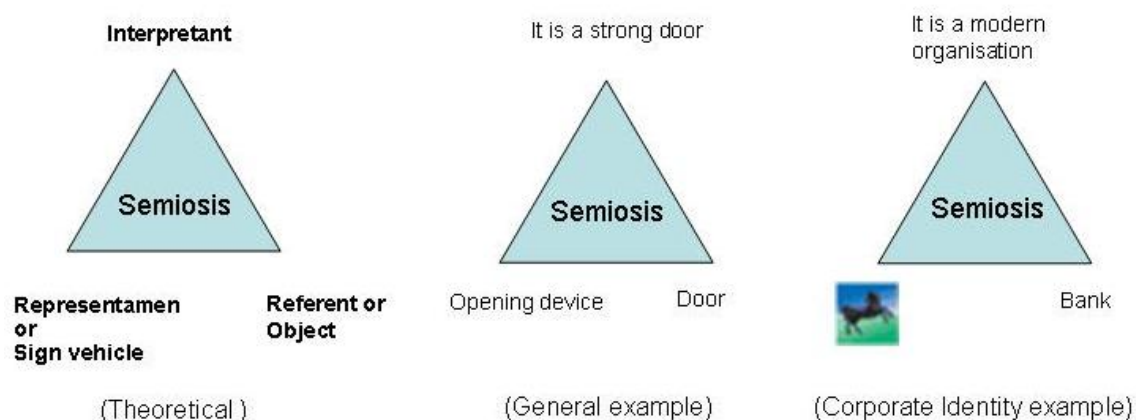


Fig 5.4.6 Exh1 The Signifying Process (Semiosis) in three contexts: Theoretical, Everyday Example and Corporate Identity Example (Miggou,2004).

According to Christensen and Askegaard (2001) Corporate Identity and Corporate Image have the same relationship as the “Representamen”or “Sign vehicle” and its “Interpretant”.

So the ways in which the audience interprets the “sign vehicles” is what is referred to as Corporate Image.

¹¹³ Since the term was created, Corporate Image has always had some intangible meaning attached to it: it has always been related to the organisation’s audience and their perceptions. Many scholars support this view. See for example, Kennedy, 1977; Dichter, 1985; Gray, 1986; Bernstein, 1992 and Ref Terminology discourses and Glossary in Chapter 4.

However, according to the theory of “semiosis”, each “Interpretant” is itself an additional¹¹⁴ “Representamen / sign vehicle”, which creates a further “Interpretant”. Therefore an additional “sign” is created. For example, in Fig 5.4.6 Exh1 the “Interpretant: it is a modern organisation” when it is interpreted again creates an additional “Interpretant” such as ‘this organisation may sponsor my project’ and so on. According to Chandler (2007) the Italian semiotician Umberto Eco described this process as “unlimited semiosis”, in which a series of successive Interpretant (s) are created. So Corporate image when processed / interpreted further becomes Corporate Identity.

How can we adapt Eco’s idea to the real world of Corporate Identity? It is a well established practice that organisations monitor their Corporate Image (Interpretants of the sign vehicles) through market research.

Once collected, the “Interpretants” - that is the organisation’s Corporate Image held at the time of the market research in the minds of the researched people – can be further examined and analysed. During this analysis a second “semiosis” takes place and the “Interpretant” of the first “semiosis”, – the Corporate Image of the organisation, becomes a “sign vehicle” for the “second semiosis” – that is Corporate Identity.

According to Christensen and Askegaard this is when Corporate Image becomes Corporate Identity, and the two concepts; Corporate Identity and Corporate Image become “almost inseparable”(Christensen and Askegaard,2001:307). This semiotic analysis provides an answer to the close relationship of Corporate Identity and Corporate Image and explains why often the term is used interchangeably by authors.

In other words, Corporate Image somehow sculpts Corporate Identity.

Let’s see now how this can be applied in practice to assist Corporate Identity operations. When Corporate Identity is conceptualised as the sum of “signs”, each “sign” will give information about some aspect (s) of the organisation’s identity. This seems to fit with the understanding of “sign” in Peircean Semiotics, in which a “sign” can only highlight some aspects of the “object”. For example, the “sign” formed in the mind of someone who views an organisation’s website can only inform him/her of the products, services and policies of an organisation; therefore the sign can only describe one aspect of the organisation’s Corporate Identity. An inferred semiosis may be: – “the organisation prefers to pursue commerce on line”, “It is a trustworthy organisation and it was very easy to navigate and achieve what was intended”, or “it was a waste of time”. Another “sign” created in the mind of a different person as a result of their one-to-one discussion with a member of staff can usually only solve or not a particular problem and

¹¹⁴ When it is interpreted again.

will only reveal how well trained or behaved personnel is. This is another “sign” – Corporate Image which when processed further can reveal an additional aspect of the organisation’s Corporate Identity. Using the same logic, the “sign” created from the view of a product might be completely different to the “sign” created from the use of the product and will reflect whether or not the organisation concentrates on aesthetics, function, value for money, honest advertising etc. All these are Corporate Images which when processed further become a persons’ increased understanding of the Corporate Identity of the organisation. When these Corporate Images are collected and interpreted by the organisation collectively, they become the Corporate Identity of the organisation.

Summarising, Corporate Image, that is the “sign” created at a particular point in time, might be different and contradictory to the “sign” created for the same organisation by the same interpreter over a longer period of time. The summative outcome of this over time “*semiosis*” is the organisation’s Corporate Identity for that particular individual.

This is why organisations carry out regular research on their Corporate Image and why it can fluctuate between different market research projects – or indeed remain the same.

In general Identity, semantically speaking, displays steady characteristics over time.

This explains the misalignments observed when the statements of authors suggesting that Corporate Identities of organisations should be updated is compared with the dictionary definitions of Identity which explain the term as the set of characteristics which make a person or an object recognisable.

The statement of authors that Corporate Identity needs to be updated every so often can now be clarified; it is the “sign vehicles” of an organisation that need tuning in order to trigger the wished for Corporate Images to people, which if they are controlled and kept consistent, results in the mental construct of Corporate Identity over the years which in its totality remains constant and therefore well controlled. For example if somebody studies the sign vehicles produced by Coca Cola, to their surprise they will discover many changes in graphics, logo, packaging, advertising – all of which were generally unnoticed by the public. The iconic bottle and logo has been redesigned many times but subtly so that the general perception is that it is the same bottle. However what is noticed is that Coca Cola remains through the years recognisable, identifiable unchanged (except for the hiccup of New Coke in 1985).

5.5.0 OBSERVATIONS

When the story so far is brought together with Corporate Identity as the “sum of the Signs” emanating from an organisation, the following points are observed. Corporate Identity and Corporate Image are:

- “simulations” or “recreations” of something that is experienced in various ways by people and as such both seem to be mental constructs. – Therefore subjective continuums.
- Both notions seem to influence and be influenced by the audience and its characteristics. – Continuum.
- If Corporate Identity is the sum of the “signs” that represent an organisation over time and Corporate Image as the “interpretant” triggered by various “sign vehicles or displayed views” momentarily, then semiotically speaking Corporate Identity is the greater concept and does in fact encompass Corporate Image. – Thus the views of authors suggesting that Corporate Image influences Corporate Identity are explained.
- Corporate Image influences Corporate Identity, and attributes to it some of its characteristics
- If Corporate Identity is the total sum of the “signs” emanating from an organisation over time, then it is tangible only as a consensus notion, in the collective and individual minds of an audience as receivers. – These can fluctuate over time or remain constant.
- When purposefully constructed, “sign vehicles” might create expected “interpretant(s)” – Corporate Images which will influence in a controlled way the Corporate Identity continuum.

5.6.0 CONCLUSIONS

5.6.1 A practical working definition of Corporate Identity for multidisciplinary use

The provisional inference of Corporate Identity having the characteristics of a continuum, influenced by the outcomes of various organisational activities, is strengthened and grounded in theory of semiotics. Certainly if these outcomes are theorised as “signal vehicles or displayed views”; through their “*semiosis*”, they are capable of creating various “signs”, all of which can influence the overall continuum of Corporate Identity positively or negatively.

From the observations of this chapter, it can be concluded that, to understand Corporate Identity, Corporate Image and their control we need to look for answers in the role and nature of

the audience to Corporate Identity related operations. People internal or external to an organisation (audiences) are exposed to various organisational presentations, process the material displayed to them and form various opinions and impressions. This is confirmed by Christensen's and Askegaard's (2001) view suggesting that Corporate Identity and Corporate Image owe their reality to the interpretative abilities of the audience.

Such an understanding has implications for the way Corporate Identity is controlled and managed. It means that Corporate Identity and Corporate Image cannot be designed in strictly tangible ways, as they are formed or "simulated" in the minds of the audiences. They can therefore be difficult to observe, plan, design and manage, because of human variability in conceptualisation or interpretation of a given input. According to Vernon (1974), the function of perception is not always simple and straightforward, and is subject to many variations and interruptions. For example, the effects of personal knowledge and experience are liable to produce selective perceptions, so two observers cannot perceive the same scene, or in this case the "displayed view", in exactly the same manner. However, perception is governed by well researched laws and rules which can help organisations predict the ways in which their outcomes will be interpreted. This issue is examined in Ch7.

Going back to Christensen and Askegaard's (2001:304) definition of Corporate Identity as "the total sum of signs that stands to an organisation to its various audiences": if the word "signs" was replaced by the word "perceptions," then the definition would read as follows:

"Corporate Identity is the total sum of perceptions that stands for an organisation to its various audiences."

Removing from the definition of Corporate Identity a word that is dependent on the context in which it is used and has different meanings for different people would be a step forward towards a more holistic understanding of Corporate Identity appropriate for practical and multidisciplinary use.

Corporate Identity operations were seen to include the outcomes of many disciplines all of which need to work together therefore it is required that all members should have an agreed and consistent understanding of what Corporate Identity is, if their outcomes are to influence the continuum of Corporate Identity consistently and systematically.

In this way professionals with different backgrounds and education participating in Corporate Identity operations could have a common basis to build across disciplines effective communication and co-operation.

5.7.0 NEXT TASKS OUTLINED

In the view of the above if Corporate Identity is to be managed effectively then the processes of perception need to be examined, and incorporated into the work and outcomes of all contributory disciplines. More importantly, it needs to be emphasised that powerful, relevant, and important information can be sourced in the minds of the audiences and not solely in the minds of the organisation's designers, managers, directors and consultants.

The study of Corporate Identity through its relationship with perception can restore the rather criticised role of design in Corporate Identity creation, management and hopefully to bring together the various fragmented views and opinions recorded in published literature from well respected practitioners and scholars.

Accepting that both Corporate Identity and Corporate Image are mental constructs, and that both are essentially outcomes of human perception, there is great scope, need and opportunity in research to understand how studies in perception might influence or can be applied in the control of Corporate Identity. Therefore, the thesis will examine some basic functions of perception that are primarily important¹¹⁵ to the understanding and control of Corporate Identity operations. This additional technical information is presented in Ch6.

With an holistic practical understanding of Corporate Identity in place, we can now return in the discussion of the rest diagnostic questions of the thesis' Strategic Enquiry.

The remaining questions concentrate on the second aim of the thesis which seeks to understand the roles of people participating in Corporate Identity and their activities with the intention of organising these in perhaps a better way.

¹¹⁵ Further research on this topic needs to me carried out, but this is outside the scope of this thesis

6.0 PEOPLE'S INVOLVEMENT IN CORPORATE IDENTITY

6.1.0 THE PURPOSE OF THIS CHAPTER

The purpose of this chapter is to explore further¹¹⁶ the involvement and contribution of people to Corporate Identity processes paying particular attention to possible limitations in their interactions in order to inform the design of the Field study's diagnostic tool. Also a purpose here is to examine whether this additional supportive material as expressed in the literature agrees with the thesis understanding of Corporate Identity, extracted from the Strategic Enquiry and Semiotics as: a continuum formed in the minds of people which is created and influenced by the work of many professional roles and the outcomes of every organisational activity, internal or external. Finally this chapter revisits Ch2-Ch5 in order to construct and present a model for the understanding of the Form of Corporate Identity with its underlying constructs and an additional model for the creation of Corporate Identity by organisations.

6.2.0 METHODOLOGY

The question "What kind of people are involved with Corporate Identity operations?" (2.3.3) was addressed as part of a general overview of the subject (2.4.3). This discourse presented a general categorisation of personnel, according to status, who are recorded in published literature as being involved in Corporate Identity operations. The groups identified included: Senior Management, – Middle Management, – Rank and File people (Personnel), – External contributors (Contractors or advisers) and – External Receivers (often referred to in literature as the audience). The thesis gradually formed the conclusion that, through their work, all these people produce outcomes (3.4.1) that can influence the continuum of Corporate Identity. The theory of Semiotics was employed to support this understanding and indicated Corporate Identity to be a mental construct residing in the minds of people: the minds of the Audience, who receive various corporate outcomes.

Based on this understanding it was considered that to confirm the thesis' understanding of Corporate Identity and to identify the workings of its effective control, the activities and contributions of people should be explored in more detail. Particular attention was given in the identification of proposals on how operations could be improved with the intention of incorporating these in the design of the semi structured interviews where questions could provide adequate coverage for the purpose of this research (Khairul Baharein Mohd Noor,2008) and compare¹¹⁷ these with the findings of the Field Study.

¹¹⁶ Beyond the findings of Ch2

¹¹⁷ Since Corporate Identity literature does not directly refers to the contribution and interaction of various disciplines to Corporate Identity operations this researcher's priority was to understand the roles of

6.3.0 THE DIAGNOSTIC QUESTIONS

The Secondary Diagnostic Questions examined in this chapter consist of various ‘search words’ that this researcher used to identify appropriate material in the literature to satisfy the chapter’s purpose. These are presented in Fig 6.3.0 Exh1.

2.3.3.0	What kind of people are involved with Corporate Identity operations?
.1	Senior executives, chairman, directors?
.2	Designers, advertising, graphics, multimedia, interior?
.3	Researchers, information gathering, dissemination, feedback, evaluation?
.4	Staff training, development, communications?
.5	External communications, liaison, contracts, purchasing, media?
.6	External resources & processes, agencies, services, subcontractors, suppliers?
.7	External consultants, research, design, management?
.8	External recipients, customers, professional associates, publicity media?

Fig 6.3.0 Exh1 The Secondary Diagnostic Questions examined in this chapter

6.4.0 PROFESSIONAL ROLES AND THEIR INFLUENCE IN CORPORATE IDENTITY AND ITS OPERATIONS

6.4.1 Are the likes of; senior executives, chairman, directors involved with Corporate Identity operations?

Consideration of an historical example additional that of section 3.4.1 – that of Morris and Co – completes the picture depicting senior management activities in relation to Corporate Identity. According to Becker (2004) William Morris was able to bond and hold together all the different activities and the operations of his company¹¹⁸, due to his desire to improve human values and culture, through the outcomes of his work. He also employed other designers¹¹⁹ to implement and continue to provide work consistent with his design expectations. He used his own publishing and printing house¹²⁰ to present to the public his poems and other written work, to a high standard of workmanship. It is recorded that he provided guidelines for the production of all the graphic work and illustrations in his books, even designing his own typefaces for the printing and publishing of his work (Charles and Press,1996). In such ways, people were able to not only read his work, but also to experience something of the ways it inspired its creator. Literature¹²¹ also records the Austrian, Michael Thonet, to have been involved in similar activities for his demountable furniture company (Danko,1985; Wilk,1980; Reider,1996).

individuals, identify existing strengths and limitations of their interaction and then incorporate the acquired knowledge in the design of the semi-structured interviews of the Field study.

¹¹⁸ Morris & Co

¹¹⁹ Like Walter Crane and Harles Voysey

¹²⁰ Known as the “Kelmscott Press”

¹²¹ At this stage of the discourse it is observed that a wealth of detailed material, about the activities of senior personnel relevant to Corporate Identity operations, is covered in historical publications about named designer’s lives, beliefs and work. Such information is minimally presented or left out of

More recently, other people that have inspired and developed strong Corporate Identities for their organisations include Michael Spencer for M&S, Richard Branson for Virgin (Whitehorn,2002), Anita Roddick for Body Shop (Argenti and ruckenmiller,2004) and Stelios Hadjioannou for Easy Jet (Lennane,1998).

In leading their businesses in a role currently referred to as Chief Executive Officer (CEO), these people are recorded in literature as being the main sources of energy behind the Corporate Identities of their respective organisations (Dowling,1986,1993).

It is inferred that nominally, CEOs should be responsible for creating an objective mission and vision or purpose for their organisation.

They are involved in all essential decision making regarding how their organisations are presented to the public, thus ensuring appropriate communications for their organisation. They also allocate resources to facilitate this vision, employing suitable people to implement it and fulfil their audience's needs. They initiate research and make contacts to broaden their overview of their processes involved.

However, published Corporate Identity material¹²² suggests that CEOs contributions in Corporate Identity matters are transient, and usually only take place when their organisation or its identity is in trouble. Senior decision-making is often limited to the approval of consultants' suggestions and to the allocation of budgets.

Little evidence exists in the literature of senior management being actively engaged on Corporate Identity issues on an ongoing basis. An interesting exception is Richard Branson, who is presented as being actively involved in Corporate Identity issues. According to Whitehorn (2002), the Director of Corporate Affairs of Virgin Group, Richard Branson, leads a team of senior directors with a wide range of skills called Virgin Group Investments Limited (VGIL). All Virgin-branded businesses run as independent organisations, each having a member of the VGIL management team in their boardroom. Each member of the VGIL team is responsible for managing the consistency of Virgin Corporate Identity / brand across the different businesses, and for the transfer of corporate good practices and experience from one

Corporate Identity literature. Relevant works here include:- *Art enterprise and ethics: the life and work of William Morris*, by Charles and Press (1996); *William Morris and Morris & Co; in Art Nouveau*, by Fahr Becker (2004); Peter Behrens in "*Industrienkultur – Peter Behrens and the AEG 1917-1914*" by Buddensieg and Rogge (1984); *Olivetti : a study of the corporate management of design*, by Kicherer, (1990); *Pioneers* by Phaidon Editors (2009).

¹²² Case studies include London Transport, see Davies (1995); Eurotunnel, see Gorb and Turner (1992), Einwiller and Will (2002); Salford University, see Pietrowski (1989); Braun, see Lieverse and De Nijs (1990), Adidas, see Huisman (1990); KLM, see Hoogland (1995); Lego, see Shultz and Hatch (2003); Scott, see Speak (2001); Virgin, see Whitehorn (2002); Miele, see Pluss (2002); Dunlop, see Derby (2002).

organisation to the other. If his personal involvement is required, it would typically involve corporate strategic issues like the Public Relations launch of a new Virgin business, or as seen in Ch2, in ‘fire fighting’ situations when ‘disaster strikes’, i.e. in the derailment of Virgin train in Cumbria.

Another interesting view regarding the contribution of an organisation’s CEO, its organisational board, and senior management, is present in Corporate Identity literature. Jack Trout (2001), in his book titled “*Big Brands – Big Trouble*”, approaches this question from a stress based viewpoint, by looking at organisations with problems, but with otherwise well established Corporate Identities. According to Trout the underlying reasons for Corporate Identity or Brand failure are the result of negative influence and of the faulty decision making abilities of the CEO or the specialist directors of an organisation. Characteristically, Trout (2001:203 *italics added*) warns:

“If one theme runs through this book, it is that CEOs often make bad decisions leading to big trouble. They either do things that cause problems or don’t do things that could have avoided problems.
And *yet* when danger looms, the CEO is probably the only person who can effectively take the company out of harm’s way.”

A recent example illustrating Trout’s point is that of Marks & Spencer where the vision of its founders was lost as the company grew and become more complex (Appendix 1.0). Its CEO for the years 1988-1989; Sir Richard Greenbury, simply inculcated his own likes and dislikes into the company’s outputs and services, ignoring the needs and wants of its customers, the qualified opinions of its middle management and indeed the vision of its founders. These problems led to a temporary decline of M&S Corporate Identity, loss of sales leading to the appointment of a new Chief Executive officer and directors, to face those problems and set the company on a more intelligent course (Trout,2001; Jobber and Fahy,2003).

Perhaps a more well known and publicised negative contribution of a CEO to the whole Corporate Identity of a firm is the case of Gerald Ratner, who steered a major British jewellery company once named as Ratners Group (Weir,2009). His name remained in the history of retailing as a gaffe maker after a notorious speech at the Institute of Directors in April 1991, which caused the company's near collapse. His comments and jokes that the products of his company were “crap” and that they would not last as long as an M&S sandwich were instantly broadcast and commented on by the media, resulting in an estimated £500m loss of value from the company (Ratner,2007). Eighteen months later he was removed from his position, and in 1994 the Ratner name was disassociated from the company, which was renamed as ‘Signet Group’, currently known and trading as ‘H.Samuel’ and as ‘Ernest Jones’ in the UK (Wikipedia, 2007). Ratner later acknowledged the power of media in building and ruining Corporate

Identities, admitting that he had underestimated what the Ratners brand meant for the people and that its strength was fuelled by the favourable support of the public (Ratner,2007). This Ratner affair is a very good example of the contributions that the CEO, the media and the public each make in building Corporate Identity. More important, it shows that Corporate Identity is triggered by organisations, shaped by the media, and formed in the minds of people, not just in boardrooms and public appearances.

By contrast with general Corporate Identity literature, that prepared by Corporate Identity consultants almost unanimously refers to the importance of top level decision making by the CEO in addition to the routing of these decisions to middle management and below, and the subsequent reporting back of actions to the CEO (Olins,1989; Keen,1989; Miles,1989; Olins,1990; Siegel,1993; Selame,1997). A few authors also suggest how the various communication departments should be structured and to which member of the Board they should report (Markwick and Fill,1997; Balmer,1998). Design authorities also recommend that responsibility for Corporate Identity Management as currently practiced should be shared between high level management and external consultancies (Design Council, et al.,2002). However, an interview with W. Olins (2005) confirmed that in practice this is not so.

At this stage, it is observed that.

- CEOs fundamentally influence Corporate Identity guidelines, and liaise with the people responsible for their realisation
- Senior management is recorded in literature as contributing to and influencing Corporate Identity operations
- Senior management is responsible for overseeing and controlling Corporate Identity operations with the help of external consultants

The roles of Sales Directors, Marketing Directors, HR and Training or Finance directors are hardly ever mentioned in relation to Corporate Identity operations. This limitation was also evident in the practices of the case study's organisation: The Director of Brand and Sponsorship relied on the services of marketing department and its external consultancies to steer Corporate Identity operations. The operations of design, procurement, personnel training, customer complaint and market research were not consulted leading to occurrences of incidents which have influenced negatively the reputation and Corporate Identity of the organisation.

The following diagram depicts a flow sequence developed from fragments of material in the published literature on how CEOs or Senior Management have contributed to Corporate Identity operations of their organisations.

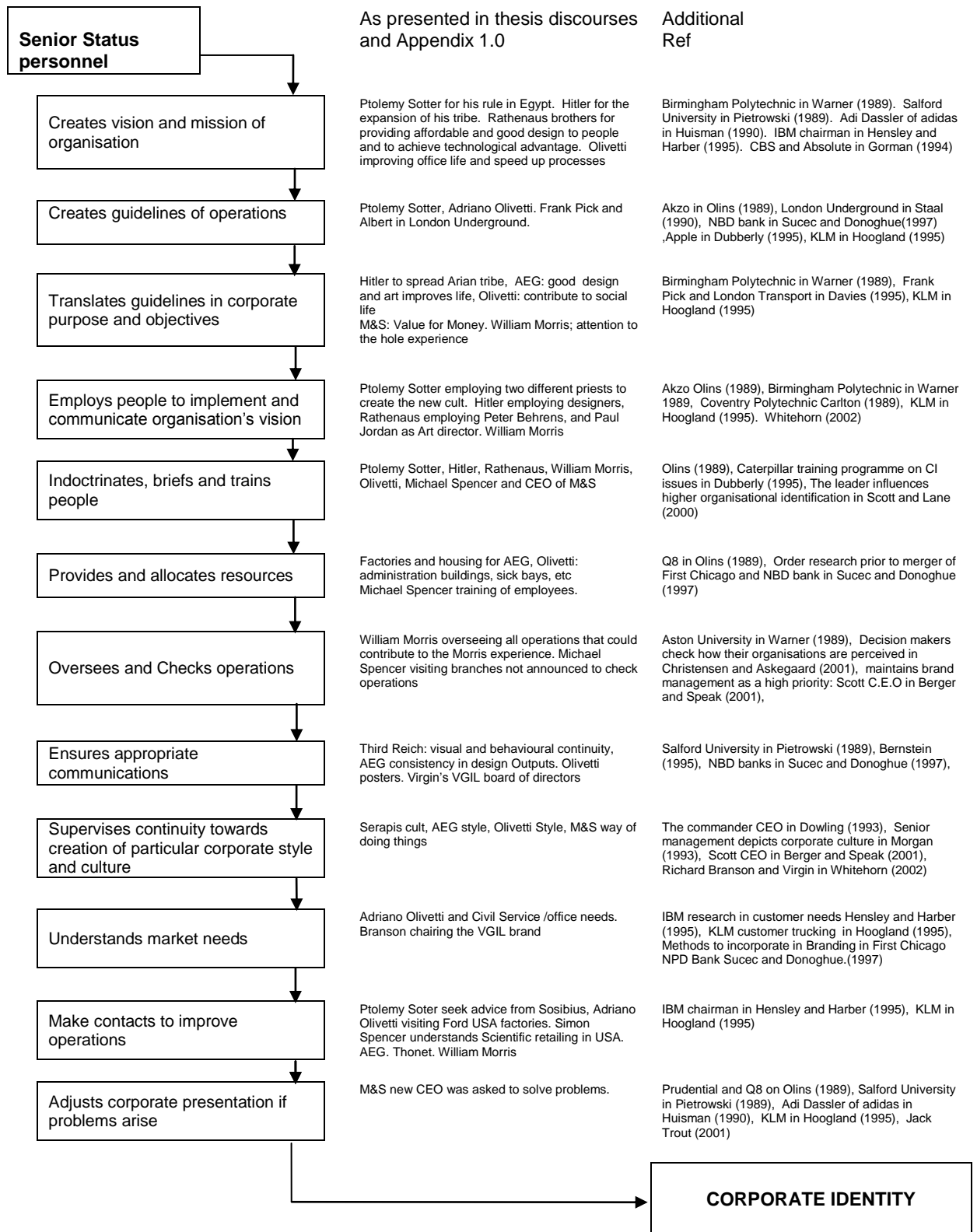


Fig 6.4.1 Exh1 A chart showing how CEOs or Directors of organisations are recorded to have contributed to the development of organisation's Corporate Identity (Miggou, 2005).

6.4.2 Are the likes of designers, advertising, graphics, multimedia, interior, involved with Corporate Identity operations?

Corporate Identity as seen in the literature was originally introduced by a design consultant and its practice was monopolised by the design profession, before marketing and business scholars became interested in the field. Design oriented publications on Corporate Identity are usually expensive illustrated catalogues promoting the work and the design outcomes of design consultancies. Corporate Identity has received negative criticism in the accounts that changes in design alone are nothing but a costly error and unwanted expenditure. Designers were even blamed for the recklessness with which terminology in the field is used (Topalian,1984). So the question whether design is involved in Corporate Identity operations and that with its outcomes has created, inspired and influenced Corporate Identity is already been answered affirmatively in the thesis.

The issue here is to identify exactly how design and designers are involved in Corporate Identity operations and their role in the creation of Corporate Identity. Once more meaningful information to answer this question is found in design oriented publications rather than in Corporate Identity literature.

Throughout history, many designers in different disciplines have evidently contributed much toward improving the product and service outputs of the companies they worked for. This resulted in the creation and progression of a favourable style, later known as corporate style, or house style for their companies, with progressively developed reputations that lived up to the high expectations of their users. A broad integrated view of designer output, made public by many organisations over an extended period of time, has clearly contributed much to the visual identity of organisations and importantly to the holistic Corporate Identity of different organisations – as well as to the portfolio of individual designer practitioners. Let us now examine a few historic examples and extract the role and contribution of designers in the building of powerful Corporate Identities.

It is almost impossible to travel around the world and not come across a house, a shop, a café, a gallery, a museum, or a stage design¹²³ that does not use or at sometime used a Thonet design (Rawsthorn,2008). The Viennese Furniture-making company was created by Michael Thonet c.1830 (Wilk,1980). Its innovation in steam bending wood, and its inspired, simple, elegant, comfortable, flat pack, affordable and catalogued designs could well be thought of as an inspiration for IKEA. In much the same way that IKEA products are recognisable by people as

¹²³ Roger Waters has used a Thonet Chair on his ‘The wall live’ tour staged in NIA, Birmingham, 27 June 2011.

“IKEA”, Thonet products were international ambassadors of the Thonet style. Around 1900, named designers such as Joseph Hoffmann, Otto Wagner, and Adolf Loos were designing for Thonet, all contributing to the growing awareness of the distinctive character of the company. The recognition and success that Thonet products gained and that the designers had evidently contributed towards can be seen in the endorsement by famous people at the time. It is recorded that Le Corbusier used Thonet furniture in his early 1920s modernist interiors and in his pavilion at the 1925 Paris Exhibition (Sparke, 2002).

It is almost impossible to talk about Corporate Identity without referring to AEG’s Peter Behrens who is often described in literature as the first designer for industry and the first artist appointed specifically for the creation of an entire visual identity for an ambitious manufacturer of technological products, factories and buildings. Design-oriented publications¹²⁴ include further detailed information about Behrens’ outstanding contribution to AEG’s Corporate Identity.

According to Sparke (2002:30), Behrens

“Enhanced the company’s reputation as design – orientated, progressive, and above all coordinated. In this he anticipated the work of later industrial consultant designers such as Walter Dorwin Teague, Norman Bel Geddes and Raymond Loewy who performed a similar role for large American Corporations during the 1930’s.”

The Corporate Identity of Olivetti is similarly linked with a number of successful products like the M1, M20, M40, and Lettera 22 typewriters designed by named¹²⁵ engineering, – product, and graphic designers (Fiell, 1999). The activities that Olivetti engineers, product – graphic – interior – designers, and architects are recorded to have collectively carried out, are¹²⁶: incorporation of specific customer and general market needs into their work strategy, which combined the latest technological advances with a profound understanding and incorporation of the company ethos. In addition, designers also succeeded in integrating research, design, manufacturing and advertising to produce outcomes which became known as the Olivetti Style (Kicherer, 1990). The astute guidelines set out by Olivetti’s senior management were clearly communicated and well understood by the designers and these guidelines were converted into technical and aesthetic specifications before being applied consistently in every appropriate aspect of operations with characteristic flair, unique to the identity of Olivetti. Their posters have become art objects and all have contributed to reinforce the wide spread recognition of

¹²⁴ Such as: *Architect and Designer*, by Windsor Alan (1981); *Peter Behrens and a new architecture for the 20th Century*, by Stanford Anderson (c2000); *A Century of Design. Design Pioneers of the 20th Century*, by Sparke (2002).

¹²⁵ For example Marcello Nizzoli who designed the Lettera 22 typewriter, as well as the graphic designers Xanthi Schawinsky and Giovanni Pintori (Fiell, 1999).

¹²⁶ These are suggested in Kicherer (1990) understood and interpreted by this researcher.

Olivetti. Particular attention was also given to the design of its exhibition pavilions. Every designed aspect of the organisation was co-ordinated in order to inspire consistent impressions to its various audiences.

London Transport Underground is well associated with the work of named designers, who were responsible for the creation of its train stations, artwork, and posters. Henry Beck is famous for his design of the tube system map in 1933. Such designed output providing accurate and clear information became the model for many transport maps around the world. It is memorable, it is great to look at, and it serves its purpose efficiently (Fiell,1999). This famous map without doubt contributed positively to the use of the London Underground by its passengers, whilst promoting the company's recognition and contributing to greater public recognition of useful technology. People from all over the world recognise the map, recalling London Underground and even the city of London (Barber and Board,1993).

In this researcher's view, the contribution of these designers to the Corporate Identity of their organisations was that they all incorporated specific characteristics into their work output that signalled a unique 'style' to people who quickly became able to recognise the organisation through their designed outcomes. Art historian Meyer Sapiro defines the term style as "the constant form – and sometimes the constant elements and expression – in the art of an individual or a group" (quoted in Schmitt, Simonson and Marcus,1995:86). Sapiro's definition of style clearly indicates one of its characteristics to be the consistency by which forms are combined and used in design. This consistency is then recognised by the public, who are able to understand that something can be classified under the same corporate style or not. In this researcher's view, designers with their design outputs contribute to Corporate Identity operations, at the very least, by triggering audience recognition through the consistency of forms presented. Once a certain consistency is achieved, designers are in a better position to shape¹²⁷ the kind of impressions inspired by the organisation. Fig 6.4.2 Exh1 demonstrates how, over the years, designers created unique styles for a variety of organisations.

¹²⁷ This line of thinking seems to explain the comment of Schmitt, Simonson and Marcus (1995:86) that aesthetic styles and themes may be used by organisations to create an overall aesthetic impression of the organisation to people that come into contact with it.

Designer	Designed output /Product	Identity	References
Anonymous	Arch	Roman	Baumgart (1970)
Anonymous	Fish	Early Christian	Reader's digest (1985)
Anonymous	Spire	Gothic	Reader's digest (1985)
Michael Chippendale	Chippendale Director	Chippendale	Gilbert (1978); Bell (1990)
Michael Thonet	Chair	Thonet	Sparke (2002)
Gerd Lange	Flex 2000 chair and Thonet Cut stacking chair	Thonet	Fiell (1999)
Archibald Knox	Silver and pewter objects	Liberty	Becker (2004)
Peter Behrens	Turbine hall light fixtures	AEG	Anderson (2000) Fiell (1999)
Marzello Nizzoli	Lettera 22 typewriter	Olivetti	Kicherer (1990)
Hector Guimard	Station entrance and signage	Paris Metro	Becker (2004)
Henry Beck	Underground Map	London Underground	Barber and Board (1993)

Fig 6.4.2 Exh1 How the design of iconic artefacts has helped characterise Organisations' Identity

Design literature is rich in references reporting details of the contributions of design in creating successful and recognisable identities for their organisations. However, the same cannot be observed in specialised Corporate Identity literature, which confirms the involvement¹²⁸ of design consultancies, but which confines named designers largely to anonymity alongside the details of their contribution (Huisman,1990). An indirect way to obtain information in relation to the contribution of designers in Corporate Identity projects is to examine references reporting the required skills that Corporate Identity designers need to have. For example Napoles (1988), referring to the role of Corporate Identity designers, says that top designers need to have a clear understanding of the operating, marketing, and financial strategies of the organisation and presumably, the ability to translate this understanding into product design detail. This suggestion implies that designers contribute their ability to assimilate, understand and integrate information from a spectrum of disciplines and translate them into technical specifications (Qiu Yuan Fu, et al.,2006). It is also implied that in Corporate Identity operations the activities of design, marketing, advertising, sales, and strategic management are or should be performed in collaboration. Such co-ordination, which includes more activities according to Napoles (1988:37), is needed to help designers research possibilities for new strategic issues and be able to “translate the objectives of a company into a distinctive, memorable mark”.

Napoles here hints that designers need to interpret Corporate Objectives and instil them into their designed outputs, which then need to be able to be recognised by the public and more importantly to be understood in the ways that the organisation and the designer envisaged. Clearly, designers create specific and unique styles for their organisation, with their work

¹²⁸ Huisman (1990:84) confirms the contribution of in - house designers and external free lance designers, in the development of Adidas Corporate Identity, and remarks that their names are passed in anonymity because “sport is a field where it is customary for the consumer, rather than the designer to go off with the glory”.

outputs triggering audience recognition. But are designers trained to communicate effectively with other disciplines, understand corporate objectives, and exceed their professional biases and aspirations in order to co-operate efficiently? Literature indicates that managers with backgrounds in finance, management, production etc, have concerns about their own language, which designers may or may not understand (Brunel University,2007). This creates possibilities for misunderstandings and therefore misalignments of their individual outputs. In view also of the different ways in which design and business scholars define Corporate Identity, the possibility of flaws in communication is considerable .

Shown below is a model on the activities of designers, or creative personnel, and their contribution to Corporate Identity, beyond the collective interpretation of Corporate Identity literature which indicates the outcome of design merely to be well executed illustrations.

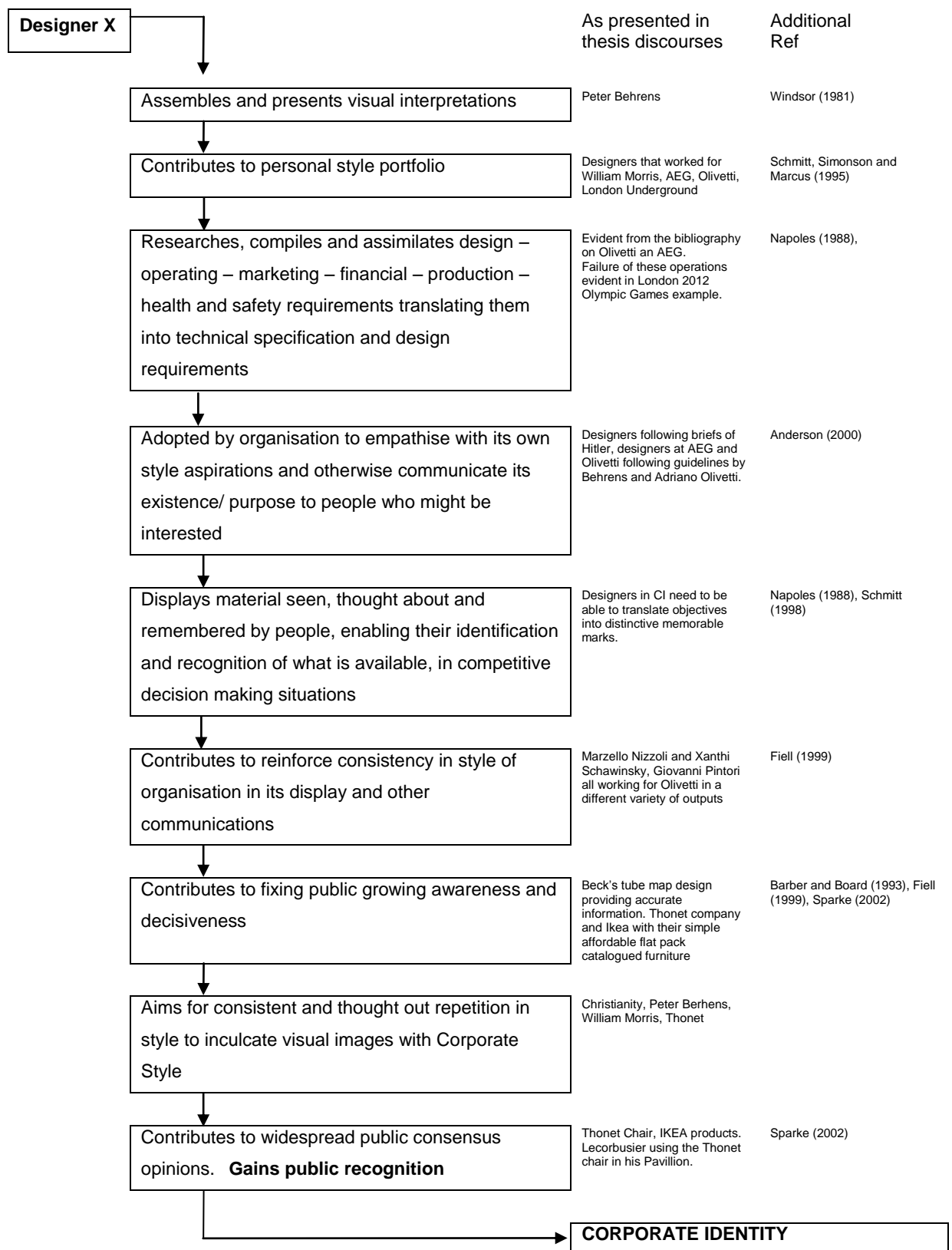


Fig 6.4.2 Exh2

Model showing how designers might contribute to public recognition of an organisation's Corporate Identity (Miggou,1998, updated 2007).

This kind of code of practice contrasts vividly with an example of Corporate Identity in 2007. Then, around the emblem and animated film for the London 2012 Olympic Games, publications outside the specialised literature of Corporate Identity found nothing of the approach above. One response to the 2012 Olympics emblem likened it to a ‘broken swastika’. Another called it ‘toileting monkey’ (The Observer,2007). However one design expert differed:

“If you look at the logo, at what it is doing (*when animated*) it is incredibly powerful”

(Olins,2007 quoted in Smith,2007 *italics added*).

Here the Corporate Identity guru Wally Olins suggests that designers of the logo¹²⁹ took into account how it could work given current technological advances and various multimedia applications. However those same designers neglected how the logo was going to be viewed in static mode i.e. printed. This example alone shows that designers did not fully consider how the logo would be interpreted or recognised by the audience when they created the logo for the Olympics. In addition the press wasted no time in criticising the design consultancy for the creation of an inappropriate Corporate Identity / Brand (Corporate Identity or brand still equated with design). The created identity of the Olympic games was criticised once more:

“The 2012 Olympics logo film was pulled last night after it sparked epileptic fits in at least 10 people”

The Mirror (2007)

The inferences to be drawn here are that (1) designers, researchers, and advertisers did not fully co-ordinate their outputs, and (2) Corporate Identity matters are not governed by compulsory regulations, standards etc.

The animators, as well as advertisers, should have been aware that flashing images are capable of disturbing the human nervous system. After all, it is clearly stated in the rules set by the Advertising Standards Authority, under Section 6: Harm and offence, that advertisements must not use techniques that may directly harm viewers. Photo-sensitive epilepsy is also clearly mentioned, and explained in detail in the Guidance Notes of Ofcom¹³⁰, the regulating body for the UK communications industry.

¹²⁹ Arguably, all symbols or emblems have the potential of animation.

¹³⁰ See Section Two : Harm and Offence

6.4.3 Are research, information gathering, dissemination, feedback and evaluation involved with Corporate Identity operations?

Information gathering activities in relation to Corporate Identity are presented by authors to be carried out on two different occasions:

- At the start of, during and at the end of most Corporate Identity Programmes
- For the purpose of monitoring, as part of the daily operations of an organisation.

It should be noted that references in relation to the second context are rare and generally restricted to very short statements without further explanation. Therefore, the material to answer this operational question had to be gleaned from various disparate and peripheral statements.

Information gathering activities at the start of, during and toward the end of Corporate Identity Programmes

The overview discussion on the information requirements of Corporate Identity operations (2.4.4) presented a table (Exh1) summarising the activities taking place in Corporate Identity Programmes. These activities evidently include various information gathering processes¹³¹. Further examination of this table's contents indicates that, at the first stage of a Corporate Identity Programme, the people involved (commonly, external consultants) need to know and therefore seek information about the origins, structure and values of the organisation in order to gain a basic understanding of its present ethos, or its current Corporate Identity. This, according to Ludlow (1990) is the foundation on which later proposals are based and then justified to the rest of the organisation. Thus such material needs to be found and assessed before any useful Corporate Identity planning can be contemplated. Gorman (1994) considers that this initial research is fundamental to the success of the project.

Sometimes the purpose of this initial exploratory information gathering is to understand what the Corporate Identity related problem¹³² is and what the organisation wants to achieve i.e. the objectives of the programme (Ludlow,1990). This information gathering usually will be a result

¹³¹ The means by which external consultants assimilate the required information for the reasons stated so far varies, but it seems that the use of structured interviews with key personnel within the organisation (Downey, 1986; Napoles, 1988; Henrion, 1990; Ludlow, 1990; Olins, 1995; Romano, 1996; Balmer, 1999; Andriopoulos and Gotsi, 2001), and various audits of existing designed outputs, to be the norm. Also see Topalian (1984b) for Corporate Design audits; Wilkins (1983) for Culture audit; Napoles (1988) for Visual audit; Warner (1989) for Marketing audit; Dowling (1993) for Corporate Image audit; Phillips (1995) for Problem Identification audit; Romano (1996) for Corporate Identity audit; Balmer and Soenen (1999) for the purposes of Corporate Identity audits; Olins and Selame (2002) for Corporate Identity Audit.

¹³² For example, Beiersdorf (the holding company of NIVEA) is recorded by to have engaged in a year long research programme, looking at problems with its identity at that time. The outcomes of this combined research work assisted in diagnosing the problem and in formulating the aims and objectives of Beiersdorf's new Corporate Identity programme.

of research carried out by consultants in combination with market research carried out by market research specialists. Other companies are reported to have carried out market research prior to any decision making, in order to identify possible local or environmental issues and factors that may influence how Corporate Identity manifestations might be received by the public. This is especially important when organisations wish to expand their operations across different countries (Mitsubishi case study in Ludlow,1990). The reason mostly referred to by authors as to why consultants often requiring market research at the beginning of a Corporate Identity Programme is the need to establish the current prevailing public opinions about the organisation: its current Corporate Image (Schmitt, et al.,1995). The data gathered from this market research is often processed and analysed by specialist research groups that may be internal or external to the organisation (Olins,1990; Schultz and Hatch,2003). This information is then used to compare¹³³ the organisation's own view on its own ideal Corporate Image, with the current opinions of its public – before proceeding with any changes (Susec and Donoghue,1997). However, these processes are not usefully explained in Corporate Identity literature, and most importantly, literature does not explain how research into Corporate Image can inform the fine tuning of Corporate Identity especially when the latter is confined to design operations. The thesis' understanding of Corporate Identity and Corporate Image however provides a logical explanation for this widely applied practice (Ch5).

Specific information is also required during the design process where research into current trademarks takes place prior to design proposals in order to register a new trademark to the client organisation (Schmidt and Ludlow,2002). Sparingly, literature also reports that the designers involved in a Corporate Identity Programme also carry out their own research, appropriate to specific critical issues¹³⁴ at many stages in the design process (Olins,1990; Gorb and Turner,1992). In subjects where there are not specialised information resources, designers will often carry out various information assimilation techniques such as observations, focus groups, consultations with elite¹³⁵ people, and so on (Huisman,1990). Huisman emphasised the importance of the co-operation between designers and 'elite users', commenting that at the end of the design process at Adidas, it is believed that the athletes themselves are the real designers

¹³³The purpose of this research gathering activity and comparison is to identify any existing gaps between the ideal Corporate Image and the actual Corporate Image of the organisation, which in turn will assist in identifying the potential gaps in Corporate Identity.

¹³⁴Such information covers a wide range of needs, such as the justification of the origins of their design proposals and their symbolism (see Akzo case study in Olins,1990), to ergonomics and other technical standards and databases (see Eurotunnel case study in Gorb and Turner,1992).

¹³⁵An example of such activities taking place in the context of Corporate Identity work is recorded by Huisman, (1990) in the presentation of a case study of Adidas . The success of the Corporate Identity of Adidas is linked to the close co-operation between the company's in-house design team and important athletes, who test its products and propose recommendations.

of the company's products. Corporate Identity literature notes the defects of Focus Groups – which are likely to undermine their validity as a research tool. More generally, Olins (2003:192), states:

“Research can tell you a lot about the past and current situation.....Once you've launched a product or service, it will tell you what went wrong and what went right.....The only thing that research, at least in my experience, can't help you with whether your product will work in the market place....If research could help to get that part right, there would be no failures. But that's just where research can't help.”

Whilst this type of research is easier for product design, it is much more difficult for advertising, graphics and corporate interiors. In these fields, elite users might not amount to a representative sample. Organisations in the hope of reducing potential mistakes and losses and to test new ideas, prior to a full-scale launch¹³⁶, construct full-scale models, prototypes, and simulations for market evaluation (Hoogland,1995; Schultz and Hatch,2003). Examples here are the pilot test branches of Abbey National and Halifax (Coffey,1998). It should be noted here that the kind of information the pilot tests generated and how this was utilised is not recorded in any detail in specialised Corporate Identity literature.

This researcher understands that the data collected from these market research projects become a new input in the process of design. This feedback is considered, incorporated into design proposals and a new design outcome is produced as a result of this process. Research that designers carry out at any given project, as recorded in non–Corporate Identity literature, is used to increase objectivity in decision-making as well as to justify decisions and design proposals to clients (Lera,1982; Henrion,1990).

Information gathering activities as an ongoing process

Organisations carry out market research activities in order to feed data to their day to day operations and to monitor the market. Appendix 6.1 presents examples of organisations that have employed research-gathering activities for marketing purposes and primarily in relation to their brand (Vaid,2003). Whilst operations to monitor organisations' Corporate Image, Brand and other Marketing issues (Hoogland,1995; Sucec and Donoghue,1997; Jardine,2004) are

¹³⁶It is recorded that KLM used a variety of advertising concepts as tests for its new advertising (Hoogland,1995). The outcomes of these tests in terms of market recommendations were then fed back to the design and advertising team, reconsidered and changes to proposals were incorporated by designers and advertisers. Shultz and Hatch (2003), also report that, prior to the final launch of its restructured Corporate Identity, the company LEGO carried internal employee research and market research, to identify how proposed changes were received by both its internal and external audiences.

performed continuously, the monitoring of *people's attitudes* toward the style of aesthetic, designed outputs¹³⁷ was, surprisingly, found to be non-existent in Corporate Identity literature. In the domain of design, Corporate Identity literature expresses a concern about the objectivity of decision making within organisations, especially around changes to the aesthetic side of Corporate Identity outputs. As a result, Schmitt et al. (1995) proposed the use of a research orientated quality control tool to measure the impact that an organisation's corporate aesthetic expressions have on people over time, in order to monitor and adjust its aesthetic outputs¹³⁸ accordingly. This tool is not explained further by the authors, but it is understood that it uses information extracted from market research. The need for an ongoing communication and co-operation between design departments and market research is therefore evident in the literature.

6.4.4 Are staff training, development, communications involved in Corporate Identity operations?

Earlier, (2.4.3), various authorities suggested the importance of employees in Corporate Identity development. Through their individual, combined and specialised activities, employees influence the ways in which the organisation is viewed. Here, published literature is revisited to identify whether and how organisations engage staff training activities in their Corporate Identity operations. The discussion starts with the examination of some historical examples.

Marks & Spencer, since the early days of its operation through market stalls, considered that its employees should interact with customers and demonstrate behaviour consistent with the Marks and Spencer "way". In the Channel 4 programme: *"The world according to St Michael"*, former M&S employees talked about the training they received on the culture of the organisation and the way they were expected to contribute to this culture (11/12/1994). Similarly, in a promotional brochure presented by the Philips company, produced circa 1968, (Appendix 6.2) the organisation proudly argues that despite its large numbers of personnel, the company still achieves high levels of co-operation and unity within its workforce through its training programmes. The importance of training, staff development, and communication is emphasised throughout the brochure, and pictorial material is presented in support to these claims. The purpose of this training is extracted from the following quote:

"By the regular dissemination of information on the various facets of the company, Philips tries to give every worker a clear idea of his own function within the whole".

Philips (1968:91)

So the purpose of training and internal communications as illustrated in these two historical examples is that all employees should know how they are expected to perform their tasks and

¹³⁷ Especially on people's likes and dislikes on build environment and corporate interiors.

¹³⁸ E.g.: Organisations' products, services, environments and communications.

how to contribute consistently towards the organisation without its different operational parts pulling in different directions. Philips also regarded the provision¹³⁹ of training as a way to create and sustain a loyal and contented workforce, that would be proud to work for the organisation on a permanent basis. According to Olins (2003) Philips has managed through using such processes to instil into its workforce, and their families, strong feelings of belonging to the organisation.

As previously seen, Olins has advocated that the purpose of Corporate Identity is to create this feeling of *belonging* to the constituents of an organisation. The concept of belonging is described by other authors as *identification*, and its creation is considered to be beneficial for organisations and to be part of Corporate Identity operations. Ind (2003:184) suggested that:

“From the employer’s point of view, generally the higher the identification the better as there is a greater potential to turn into commitment.”

This commitment is also associated with Corporate Identity or brand and it is suggested that organisations should look to develop it into their employees’ culture.

So historically, organisations considered corporate training as an essential operation which assisted in their differentiation from other organisations and contributed to ‘what they are’ – in other words, to their Corporate Identities.

More recent and specialised published Corporate Identity material also indicated examples¹⁴⁰ where organisations are seen to incorporate various training sessions for their employees in their Corporate Identity Programmes (Hoogland,1995; Davies,1995; Briggs,1995; Schultz and Hatch,2003). These published examples indicate that staff training activities have been used to inform employees (and design managers) about the ways they were expected to carry out their duties and to enable them to respond as required to facilitate desired change programmes.

An observation at this point is that all these training programmes are reported to have happened as one-off projects, in response to new Corporate Identity Programmes. In this researcher’s view this practise may well work in the short term; but in cases of new personnel, new

¹³⁹ This intention is also included in its mission statement.

¹⁴⁰ For example, literature presents cases where consultants advised and included staff training as part of their consultation and co-operation with their client organisations on Corporate Identity development programmes. Hoogland (1995:116), Director of KLM Corporate Identity, in his paper “*Building The KLM image*”, confirms that the organisation organised several training and communication projects regarding the fine tuning of KLM’s Corporate Identity, over the years of its operation. These training programmes were based on the belief that “An airline’s reputation is based largely on the performance of its ‘front line’ staff in direct contact with the customer.” This is also reported to be central to the operations of other well known organisations such London Transport, see Davies 1995; Caterpillar, see Briggs, 1995; and LEGO, see Schultz and Hatch 2003.

organisational restructurings, technological change etc., a lack of specialised training in issues of behaviour and culture of an organisation increases the chances for breaks in the continuity of an organisation's outputs. This practice was observed in the Field study of this project (Ch9).

Orange and Virgin do incorporate ongoing training programmes for their people in Corporate Identity issues as part of their day-to - day-operations¹⁴¹ (Lewis,2002; Whitehorn,2002).

Training inculcates employees in the principles of the organisation – principles which then are manifested in their work outputs thus helps in the creation of consistent and controlled experiences to external audiences. This, according to Olins (2003), is particularly important to organisations providing services, since their consistency¹⁴² relies on the way all their personnel deliver their services to customers.

The control of the consistency of audience experiences is what, according to Olins (2003), differentiates the co-ordination of Corporate Identity operations between a product and a service organisation. The experience of drinking Coca Cola is the same, whilst the experience between two different bank branches of the same organisation can vary considerably.

Literature also presents the limitations of training during the introduction of new Corporate Identity Programmes. It is recorded that consultants have experienced problems resulting from resistance by employees to proposed changes (Davies,1995; Briggs,1995; Schmitt, et al.,1995; Design Council,2002; Schultz and Hatch,2003). Appendix 6.3 expands on the issue of internal staff resistance.

The importance of management training to new corporate objectives and guidelines is demonstrated in the case study of Credit Suisse presented by Boylan in a DMI conference in Montreal 1997 (Appendix 6.4), where the negligence of his own company, the corporate

¹⁴¹Denise Lewis, (2002), the director of Corporate Affairs at Orange, stated that part of the Orange Corporate Identity (brand) is attributed to its personnel, and employees are seen as an integral part of the organisation's brand. This is the reason why the organisation has developed intense induction training sessions for new employees and new businesses. These training sessions explain the organisation's values, philosophy, and vision and are designed to inculcate these principles to Orange employees at every rank in the organisational hierarchy.

Such training sessions also seem to enhance feelings of passion, pride, and self-satisfaction when working for Orange, similarly enabled positive and consistent responses from staff to their job requirements. Virgin is another is more recent commercial example of an organisation that is reported to train and educate its staff to achieve consistency in the delivery of its brand throughout all its operations and divisions. This purpose of this training is understood to be that it ensures that all of Virgin customers obtain the same experiences from its services, whether it be transport, finance, or entertainment (Whitehorn, 2002).

¹⁴² Employees may, for example feel frustrated during a transaction with a customer but the employee has to be trained to show calmness and tact. Customers clearly form strong impressions of an organisation through their interactions with its employees both good and bad, and according to Olins this is an area that organisations need to understand and do something about.

identity specialists Wolff Olins resulted in him having to organise last-minute training sessions for the managers of Credit Suisse to counteract the problems of ‘internal staff resistance’. Underestimating the negative influence and reaction of internal staff to change was, here, a surprising mistake for Wolff Olins to make, since Corporate Identity Programmes are evidently associated with the turbulent business of what is called ‘change management’¹⁴³ (Ottaway,1976).

In this researcher’s opinion, regardless of whether Corporate Identity activity prompts perceptual or aesthetic¹⁴⁴ changes, such changes need to be understood by those people who will signal them to the public, or who will implement them. In order to be understood, these changes must be communicated appropriately, and translated into meaningful practical advice appropriate to each person involved in Corporate Identity. In this researcher’s understanding an all-purpose general presentation can hardly be considered to be effective for practical use, since people will vary in disciplines and responsibilities. Corporate Identity literature however does not give voice to such a concern which was also evident in the field study where an all purpose training video was prepared and was shown during the merger and then it was forgotten about.

There were few concerns found in literature that Corporate Identity operations could be put at risk via the operations of third parties, such as those employed by organisations to assist them with their Corporate Identity operations. For example, Hugh Dabberly (1995), design manager of Apple, clearly stated that the role of an organisation’s design manager is not only to define Corporate Identity standards, but mostly to educate and motivate not only his employees but also the firms that supply the design, and the marketing people that buy it. However, this is important because his experience indicates that agencies external to the organisation will usually violate an Organisation’s Corporate Identity principles in order to be creative and different. The fact that this concern is not discussed or explored in literature, offers a potential path for exploration. Its importance can be comprehended in view of the evident mistakes¹⁴⁵ carried out by external parties, which influence negatively the identities of organisations (Crainer and Dearlove,2003; The Evening Standard,2007; Methven,2007).

¹⁴³ Ottaway (1976) in his non Corporate Identity paper titled “*A change strategy to implement new norms, new styles and new environment in the work organisation*”, proposed that an effective way to accomplish such changes is through appropriate training of personnel at all levels of the organisation.

¹⁴⁴ Such as updating styles, corporate environments, corporate communication, operations or behaviour,

¹⁴⁵ An example of this very fact was seen in the case of United Colours of Benetton who trusted its Identity in the hands of a creative photographer, with catastrophic results to the company’s image and the public’s outrage (Crainer and Dearlove, 2003). A more recent example is the criticism for the London 2012 Olympic Games project where the committee trusted Wolff Olins for the creation and promotion of its Corporate Identity, who then involved marketing company LIVE for the promotional launch, who further subcontracted the filming of the video “Everyone’s 2012” that finally triggered epileptic fits in its viewers.

If specialists in the field of Corporate Identity are capable of causing so much damage, then it is very easy for the rank and file people of organisations to make mistakes of equal importance due to a lack of awareness about the ways in which they should act and behave in given circumstances.

Some authors also suggest that other external parties such as contractors need to be trained in Corporate Identity matters because their operations can negatively influence the ways organisations are perceived by the public. This is evident in the practices of automobile organisations. Nowadays, according to Olins (2003:77):

“automobile companies design dealer’s premises, show them how to display cars, teach them how to service them and how to behave with customers. They attempt to turn dealers into a personal and direct manifestation of themselves in relation to customers.”

The operation of personnel training is associated with the operations of Human Resources (Appendix 6.5) since there is a need to match personnel skills with the demands of Corporate Identity (Balmer,1997; Dowdy,2003). Literature also records few cases where in practice Corporate Identity operations have included the provision of guidelines to HR (Ind,2001; Shultz and Hatch,2003).

It is evident from the material presented so far in this discussion that:-

Clearly, organisations should invest in an ongoing internal staff training, and effective communication of Corporate - objectives, - mission, - guidelines, and in the training of its third parties in such matters, who with their operations are all seen to influence the Corporate Identity or brand of the organisation in practice. The people involved need to understand clearly how their individual roles fit in the process and how they can personally contribute to it. Turner (2000:44) states that in the context of design issues and Corporate Identity:

“Employees who are far from the top of the corporate organisation will be in position to undo plenty of good design work with a careless word or action.”

It was surprising that literature did not provide detailed requirements of training programmes appropriate for the skills that each professional discipline contributing to Corporate Identity should have (i.e. specialised training for designers, marketers, researchers, public relations, operatives, sales people, external parties, subcontractors etc). However, from the published material and its discussion presented in this discourse the following speculative model was constructed showing how staff training might contribute to Corporate Identity operations.

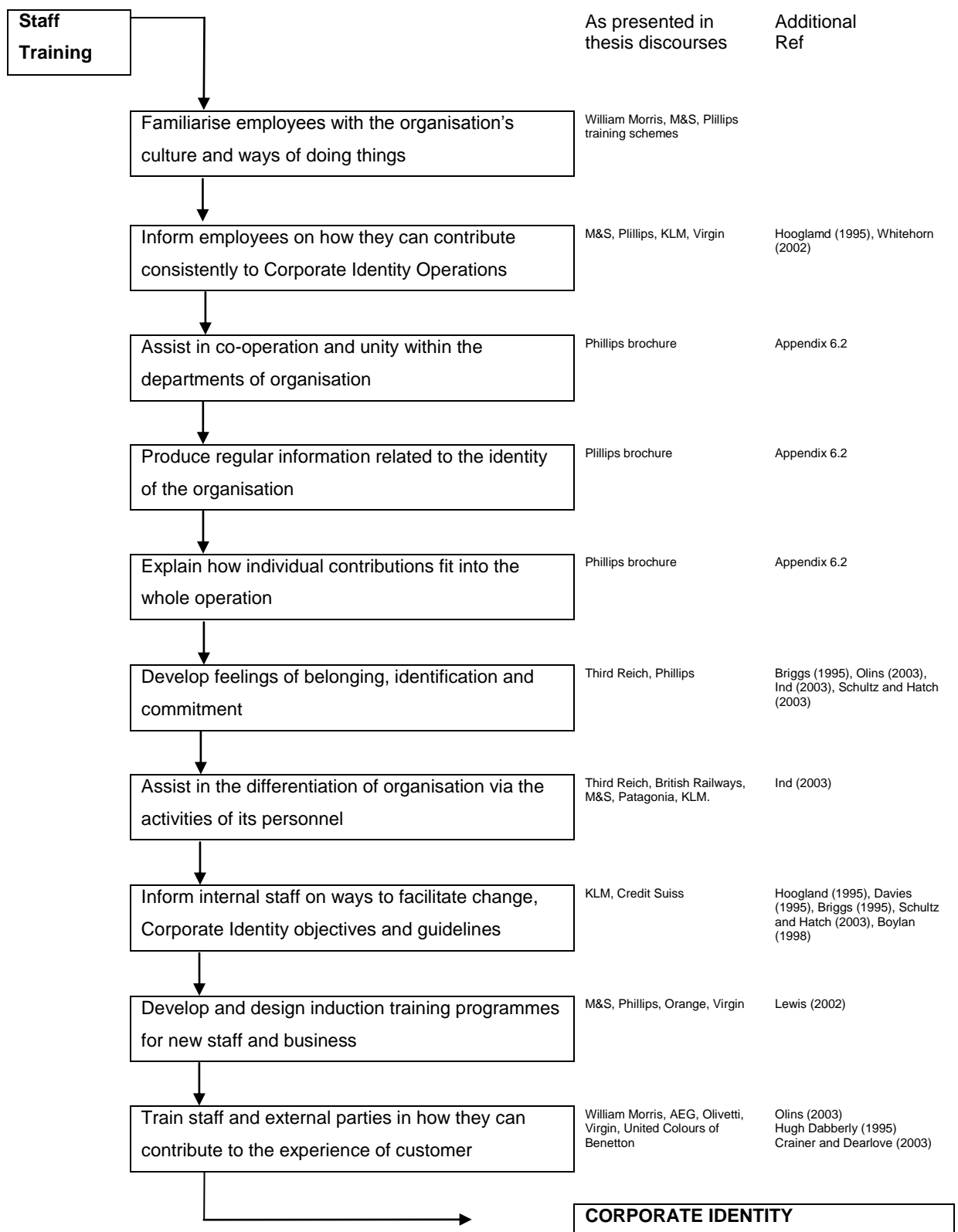


Fig 6.4.4 Exh1

Speculative model showing how personnel and subcontractors training might contribute to an organisation's Corporate Identity (Miggou, 2004, updated 2007).

The lack of detail in Corporate Identity published material was surprising because Corporate Identity Programmes are often strongly linked with various changes that involve the activities, duties and attitudes of the people involved.

6.4.5 Are external communication, liaison, contracts, purchasing and media involved with Corporate Identity operations?

One of the operations associated widely in literature with Corporate Identity is Corporate Communication. Literature is divided once again between the authors supporting the idea that Corporate Identity is the process by which effective Corporate Communication is achieved and the authors supporting the idea that Corporate Identity is created by consistent and effective Corporate Communication.

Authors who regard Corporate Identity as a process seem to suggest that it sets the rules and provides the ground for effective Corporate Communication. The idea that Corporate Identity operations signal and communicate various messages to its external audiences via the use of different ways and means prevails in Corporate Identity literature (Napoles,1988; Turner,1990; Myerson,1995a; Ind,2001; Heskett,2002; Olins,2003). A consensus of opinion stating that Corporate Identity (3.4.2) provides organisations with guidelines for consistent corporate communication, and self-presentation is also evident (Napoles,1988; Laundry and Thorton,1995; Vaid,2003). The strength of Corporate Identity or its recent term; brand is its capability to represent in the mind of people a projected type of lifestyle or status they either have, or they aspire to have (Belk,1987). So organisations began to target the feelings and emotions of the consumers by creating Corporate Identities (Corporate Brands) that people through the ownership of the products or services could signify to their peers their personal individuality, or contribute towards creating in people feelings such as, self fulfilment, and self expression¹⁴⁶ (Olins,2003).

By contrast¹⁴⁷, authors regarding Corporate Identity as an outcome suggest that effective and consistent corporate communications create Corporate Identity. Van Riel (1995) argued that there are three factors influencing Corporate Identity: symbolism, communication and behaviour. Van Riel's view seems to suggest that Corporate Identity emanates and is influenced by Corporate Communication.

¹⁴⁶ Examples of such Corporate Identities are Mercedes Benz, BMW, Coca-Cola, Marlboro, Vogue, Mont Blanc etc.

¹⁴⁷ At this point an additional indication of ambiguity within the literature regarding the nature of Corporate Identity and whether it is a process or an end result of various processes is noted.

The conceptualisation of Corporate Identity as the sum of audience perceptions about an organisation and the assumption that retrospectively Corporate Identity can also be considered as a vantage point to guide its operations can reconcile both views of the relation between Corporate Identity and Corporate Communication.

Despite the mismatch of opinions, it is agreed that consistency in communicated material is of paramount importance. Consistency is reported to allow the creation and support of trusting relationships between the organisation and its audiences, who show this by becoming more likely to repeat their custom, stay in their employment positions for longer periods, etc. According to Dowdy (2003) keeping all messages to the outside world consistent enables organisations to create and present a strong brand (Corporate Identity). Duncan and Moriarty (1997) recommended that Corporate Brand (Corporate Identity) should be relevant to both internal and external audiences in order to foster meaningful and beneficial relationships between both groups and the organisation. Recently, attention has grown in relation to internal corporate communication. The latter opportunity was identified by Interbrand, which offers a specialised service called employer branding (Martin, et al., 2005). These recommendations imply that Corporate Identity operations should be planned, taking into consideration the needs of both internal and external audiences and in such a way that beneficial relationships and bonds will be formed. This line of argument also suggests that the audience plays an important role in the creation of Corporate Identity.

Therefore it can be inferred that there is a need for effective co-ordination of all activities with communication abilities if Corporate Identity is to be controlled effectively. However, in relation to this point issues with the effective control of Corporate Identity are also evident. According to Olins (1995) some corporate leaders have falsely assumed that Corporate Identity belongs to the operational discipline of advertising. Consequently, many organisations assigned their Corporate Identity management solely to advertising agencies, resulting in occasionally confused communications to their audiences and messages that did not match the reality. In Olins's statement one can discern the suggestion that Corporate Identity cannot possibly be created solely by the outcomes of a single organisational activity.

The contribution of various means of advertising¹⁴⁸ to Corporate Identity, for example, is that they give to products and services a "life" which is projected to people who form various

¹⁴⁸ Originally, advertising was practised through posters, (Ref to AEG and Olivetti posters), then radio and TV commercials, magazines, etc, all of which according to Olins (2003) aimed and targeted very small parts of audience. Vaid (2003) remarks: as the technology and its media became more complex, corporate communication (in the form of advertising) became more demographically focused, and

feelings and impressions (Olins,1990b). These impressions in the marketing literature are recorded to be able to encourage consumers to purchase a product or service, moving them through the stages of awareness, interest, desire, and action, abbreviated as AIDA (Jobber and Fahy,2003). Once more Corporate Identity can be seen as an outcome of Corporate Communication. However, the outcomes of advertising need to be congruent with other operational outcomes such as the products or services provided by the organisation.

As academic work in the field of Corporate Identity progressed, various authors postulated that the disciplines of Public Relations and Reputation Management also include operations that communicate various things to audiences and as such create Corporate Identity. Hatch and Schultz (2003) recognised that the concept of Corporate Identity is understood and argued from two different points of view, known as the two schools of thought: the visual and the strategic. The visual school is rooted in the design tradition and the strategic school is embedded in the overlapping disciplines of corporate communication, public relations and reputation management. This dual understanding has led many organisational leaders to adopt one or other approach. The understanding of Corporate Identity laid out in this thesis embraces the contributions of all these disciplines and sets the basis of their contribution in Corporate Identity operations.

The discipline of Public Relations includes various operations, such as the control of corporate reputation and behaviour in general, which are also considered influential to Corporate Identity (Olins,1990; Van Riel,1995; Van Rekom,1998; Olins,2003).

This has an effect on Corporate Identity operations which, in order to be controlled more effectively should be expanded to include components such as staff behaviour, telephone manner, over the counter communication skills, etc.. All of these are presented in the literature as likely to inspire and form impressions in people who come into contact with the organisation. All help determine its Identity. The literature also sporadically suggests that Corporate Identity control should include the monitoring of customer complaints, and should provide guidelines to the operations of Human Resources, Corporate Investments, Sponsorships¹⁴⁹(Huisman,1990), Investments in philanthropic causes (Royal,1998), and even Strategic Management (Olins,1995; Ind,2001; Olins,2003). This is understood to be necessary, since unplanned and

marketers looked for alternative ways to communicate and promote their offers. Some of the latest ways were presented by Leonard and Burke (2004) and include; internet promotions, direct mail, and promotional events extend into less publicly aware and indirect ways of advertising, such as inserting their products into video games. Coca Cola, Nokia, and Mc Donalds have all seen their products in children's video games.

¹⁴⁹Sponsorship is an additional way to signal to external audiences that organisations have some special relationship with other external organisations and perhaps they share the same characteristics. Such affiliations are seen in to have an influence to Corporate Identity.

uncontrolled decision making in these matters can have a negative¹⁵⁰ influence on Corporate Identity.

Over the years, organisations have devised many means to form special liaison with various organisations, in the form of sponsorship, co operation, affiliation, contractual employment, investment etc., all of which have the capacity to communicate various information for the organisation and to shape their identities in the minds of people and other organisations.

Organisations nowadays cannot afford to ignore their customers or be seen to publicly act in irresponsible ways¹⁵¹. According to Pruzan (2001:52) in the battle for favourable public perceptions organisations have had to take notice of their stakeholders' increasing sensitivity to ethical issues, and respond by rethinking their own organisation's operations and moral responsibilities.

The ways in which organisations handle this aspect of corporate behaviour is currently known as Corporate Social Responsibility. This is not only associated with the message an organisation wishes to make public but is also considered as a key to its entire direction and profits. As a result a whole range of issues such as moral responsibility towards the needs of political¹⁵² and ethical consumers¹⁵³ (Tallontire, et al.,2001), ethical investments¹⁵⁴ (Pruzan,2001), and the exchange of contract agreements (Targett,2002), are increasingly seen to

¹⁵⁰ Here is an example where sponsorship can have positive and negative influences to Corporate Identity. Jesse Owens won a gold medal in 'Adidas' shoes in the 1936 Berlin Olympic Games. It is also recorded that Adidas also had a close partnership with the International Olympic Committee (IOC) in terms of sponsoring and funding of the event for many years. The founder of Adidas believed that the ideas and the products of his company could only succeed if they were proved by athletes at global events where other people could witness (Huisman, 1990). Such a liaison was seen as a positive evaluation and approval by people who had credibility in the field (athletes) as well as a kind of message that the company cares for the community. Sponsorship is seen as an indirect but powerful way to make the products known and most of all to inspire impressions of reliability and excellence. The liaison between Adidas and IOC is recorded to have had positive results for the company providing public awareness, recognition and identification for young people in new markets such as Russia, China, etc. This practice was followed by other organisations which were seen to be unrelated to the sports sector like Coca-Cola. The difference between Adidas and Coca-Cola is that the former gained a favourable reputation while the latter has been criticised negatively by the media and the public for its over-imposing advertising despite its sponsorship. This negative publicity led the Athens Olympic Committee for the Olympics in 2004 to put advertising restrictions on Coca-Cola in the streets of Athens (Woudhuysen,2004).

¹⁵¹ Examples of such responses were Carlsberg breweries in Denmark, 1996 and Heineken brewery in Holland. Both decided to cancel their investment and development plans in Burma, due to increasingly damaging public and employee criticism.

¹⁵² Political, conscious or critical consumers are audience sectors, which due to their beliefs can put pressure on organisations to act in socially acceptable ways. Examples of such audiences include the groups of Greenpeace, Amnesty, Fair Trade, etc.

¹⁵³ People who make their consumption decisions on the basis of ethical values, such as environmentally friendly products and production methods, labour standards, and human rights.

¹⁵⁴ These are investors and financiers, who have high ethical expectations and they are careful about selecting the organisations that they do business with.

be associated with corporate communication¹⁵⁵, which for many authors contributes to the formation¹⁵⁶ of Corporate Identity. Finally Schmidt (1995a:35) in his paper “*Methods and means for holistic corporate identity development*” states:

“companies are valued for their factually- perceived business qualities and performance as well as for their subjectively - perceived social behaviour, internally and externally”.

For this reason Schmidt proposed that if an organisation is to manage its Corporate Identity effectively, its process needs to include ways in which liaisons with external bodies that are considered by society as being honest and socially responsible are encouraged, nurtured and established.

Corporate responsibility, in current Corporate Identity published literature, is seen to have an influence on the ways external audiences react to corporate mistakes, by preventing or minimising the formation of negative impressions (see “*Why P&G is linking brands to good causes*”, by Darby (1999) and “*Perrier product recall*”; by Jobber and Fahy (2003). So in cases where an organisation’s activities and their liaisons with other organisations are exposed with negative publicity, they risk considerable damage to their brand value and their Corporate Identity esteem (Targett,2002).

Corporate Identity operations are also influence opinion formers (reporters, critics), who then in turn have the power to influence the general public. Opinion formers are recorded to play an important role in the enhancement of an organisation’s Corporate Identity. The media act as opinion formers and in some cases¹⁵⁷ are more powerful in changing customer’s perceptions of an organisation than any other promotional or marketing tool (James,2002; Simister,2002). The positive press coverage of Skoda led to a 23.3% sales increase in 2001 and a significant improvement in its Corporate Identity and corporate reputation (Jobber and Fahy,2003).

Some interesting observations can be drawn from this discourse.

- Corporate Identity is unanimously connected with the concept of Corporate Communication, regardless of the individual writers’ understanding and description of Corporate Identity

¹⁵⁵ Organisations also make these aspirations known to their stakeholders with the compilation and dissemination of company annual reports and ethical responsibility reports. These provide appropriate information regarding decisions and actions demonstrating any Corporate Social Responsibility (CSR), taken by the organisation.

¹⁵⁶ The attitude of Body Shop and Green and Black’s to CSR was the key for their Corporate Identities.

¹⁵⁷ An example of this is demonstrated in the case of the car manufacturer Skoda which faced problems with negative perceptions in UK in spite of its merger with VW. Using humour by downplaying it’s advertising campaign in combination with a public relations effort inviting top motoring journalists to test drive its vehicles, led to positive media coverage with positive critiques and publicity (James 2002: “*Skoda is taken from trash to treasure*”, Simister 2002: “*Don’t laugh, a Skoda can be Superb*”).

- Corporate Identity operations include (intentionally or not) sub operations of various disciplines such as design, marketing, advertising, public relations, sponsorship, investment, corporate activities, issues management, etc
- During communication, the outcomes of these separate activities (sub operations) influence the ways in which organisations are understood and experienced by their audiences and therefore influence their Corporate Identities

Thus, Corporate Identity Control can be seen to encompass many sub operations which with their outcomes communicate various messages to people who then form various opinions that in turn are capable of influencing the Corporate Identity Continuum.

Consequently:

Corporate Identity cannot be controlled by any single discipline effectively and there is a need for integrated outcomes of every activity with conducts direct or indirect communication.

6.4.6 Are external resources and processes, agencies, services, subcontractors and suppliers involved with Corporate Identity Operations?

The material to answer this Diagnostic Question was found to be limited to a few comments from authors in various publications. This fragmented reference affirmed the fact that organisations in their operations utilise the services of various external parties, but their detailed contribution or influence on Corporate Identity was not evident from the texts. Their involvement¹⁵⁸ therefore had to be extracted by this researcher.

As seen in Chapter 3, products and services are some of the functional components of Corporate Identity (Olins,1990; Schmidt,1995). This is a conclusion which is also supported by Pluss (2002), the head of Miele kitchen appliances, who states that the product and its performance consist the core elements of Corporate Identity. Arguably, products and services, being tangible components of Corporate Identity, can be tried, and tested by people, contributing directly to forming impressions of their use and their organisation¹⁵⁹. Pluss (2002) attributed Miele's continued strong Corporate Identity to the durability, innovation, economical use of resources and energy, modest, ageless design and good after sales service of their products. This

¹⁵⁸ It was observed that the related published material lacks detailed evidence required to answer the question of whether third parties influence and contribute to Corporate Identity operations. Reference is very rare and sparse and is usually restricted to comments of one to three lines, sometimes in whole books. A visual indication for this observation can be obtained from examination of the relevant 'Literature Classification Table' in relation to Diagnostic Question Set 2.3.0, where the question of this discourse has been assigned one asterisk or none (Appendix 2.2).

¹⁵⁹ For example, if a product is reliable, works well and is useful then these attributes are transferred to the organisation, which is then considered also to be reliable, trustworthy, etc. i.e.: Mercedes Benz.

statement once more encapsulates the understanding that Corporate Identity is influenced and is a result of the co-operation of various functional operational units working alongside design such as research, engineering, prototyping, testing, production, marketing, public relations, some of which in the absence of internal expertise may be outsourced. London Transport over the years of its long operation has used the services of many external design agencies and subcontractors (Clayton,2002). Few organisations despite having in-house design teams will also outsource creative operations to external bodies. For example when Ikea designs a product collection, it employs external designers, the names of which are recorded in its catalogues. In times where organisations become more and more specialised in what they do, it seems uneconomical for organisations to design and produce all the parts of a product. The most common operation that organisations will often seek to outsource is parts and raw material supply from specialised manufacturers (Ulli,2000). For example, Huisman (1990) reports that Adidas relies on external fabric manufacturers to develop, produce and supply Adidas with raw materials that need to perform as specified and fulfil the criteria set by Adidas.

The same point was raised in the Prologue of this thesis, in the example of Simple Simon. The pie was used to symbolise a complex offer that required the incorporation of many different ingredients, all of which are outcomes of different skilled processes such as farming, milling, baking etc. In the development of the product (pie), the ingredients have probably been supplied by other parties - suppliers. It would be wishful thinking to believe that the pie-man cultivated the vegetables and wheat, has reared cattle and chicken, made the butter, owned a mill and produced the flour, developed the recipe, prepared and baked the pie and having done all these he was on his way to the market to sell his products. In much the same way, organisations, use many suppliers for their raw materials or parts, and employ subcontractors to carry some of the required operations.

Another operation that organisations often seek to outsource is that of manufacturing. Woudhuysen (2004), in his article “*Brands: don’t buy the hype*”, confirms this view, emphasising that organisations with well known brands, have shifted their attention from production which can be outsourced¹⁶⁰ and now tend to concentrate merely on the need to strengthen their reputations. There are also indications that some organisations also seek to outsource fundamental components of innovation such as specialised research and product development (Engardio and Einhorn,2005) . According to an editorial of “*The Economist*” (2004) the computer industry relays its research and development into other smaller organisations; and some telecom organisations outsource research to India.

¹⁶⁰ To other organisations – subcontractors, even to other parts of the world.

For organisations that do not include departments such as design, marketing etc., Corporate Identity literature is full of publications indicating that Design and Corporate Identity management is mainly outsourced and is provided by Corporate Identity consultants, see “*Identity that works*” by Cullen (2003); “*Beyond Logos*” by Dowdy (2003). The same applies to all forms of advertising which is highly specialised industry mostly outsourced sometimes to more than one agency. The material presented so far indicates that organisations cannot work in isolation and at least parts of their operations are subcontracted. Nevertheless the contribution of such third parties in Corporate Identity operations is not directly discussed in literature. A few fragmented and indirect facts indicating third-party influence on Corporate Identity were however identified. For example, some organisations are keen to publicly declare their co-operation with a third party, especially if this manufacturer has a good reputation, as an affirmation of the quality of its products eg: Intel inside¹⁶¹ (Crainer and Dearlove,2003).

The opposite, a negative influence, can also be observed in literature. An organisation by publicising the contribution of its subcontractors can negatively influence its Corporate Identity in the long run. The field of technology again offers a well-known example illustrating this case where IBM’s strong Corporate Identity was shadowed¹⁶² by the identities of its subcontractors; Microsoft and Intel (Crainer and Dearlove,2003). These two examples illustrate that the outcomes of subcontractor organisation also contribute something in the creation of Corporate Identity. Altogether, it can be observed that:

- Organisations can be seen to outsource the services of various external parties such as agencies, suppliers, contractors etc to carry out aspects of their operations. Some of these aspects are directly linked with Corporate Identity operations in Corporate Identity literature i.e.: advertising, promotion, etc

¹⁶¹ The successful campaign “Intel inside”, according to Crainer and Dearlove (2003), made the company known to the public, creating a strong Corporate Identity for itself. As a result the public became familiar and trusted the Intel technology. This trust was acknowledged by PC manufacturers, who were inclined to use it for their own advantage and promote, advertise, and display on their products the trademark of their subcontractor, the trade mark of Intel microprocessors.

¹⁶² According to Crainer and Dearlove (2003), IBM made a fatal mistake in outsourcing the design and development of the operating system of its first personal computer to Bill Gates. IBM agreed to fund the development but allowed Microsoft the rights to market its system to other parties (including its current and prospective competitors). The same agreement was signed with Intel. As it happened, both organisations have experienced huge success because of their contribution to the operations of IBM personal computers. However, IBM in the long run has lost something from the strength of its Corporate Identity as a leader provider in personal computers.

- There are examples¹⁶³ in literature and practice indicating that the outcomes of the operations of these third parties influence, positively or negatively, the Corporate Identity of the employer organisation
- Lack of control of external contributors' outcomes introduces possibilities for less rigid control of Corporate Identity

It was odd, though, to find that Corporate Identity related literature does not make direct references to the involvement or contribution of such third parties (with the exception of Corporate Identity specialist consultancies and retailers), or to their influence – if any – on an organisation's Corporate Identity. Czellar (2003) states that such background factors have not been studied yet in the context of marketing, and branding. In view of the holistic understanding of Corporate Identity as a collective result of every worked outcome, this limitation of literature obstructs the effective and systematic control of Corporate Identity operations. Consequently:

The lack of academic study in the contribution of third parties identified by Czellar (2003), alongside the identified need for their training (6.4.4) seem to suggest that any theoretical model aiming for the effective control of Corporate Identity should accommodate these two identified limitations.

¹⁶³ Such instances are usually recorded in more public media sources, examples of which are presented in Appendix 1.0. However, the examples of Cumbria train derailment and the failure of the promotional film for the London 2012 Olympics (already presented) have also demonstrated this point.

6.4.7 Are external consultants, research, design management involved in Corporate Identity Operations?

This Diagnostic Question aims to establish how Corporate Identity literature portrays the contribution of external consultants to Corporate Identity operations. The nature of the sources indicating this involvement is presented in Figure 6.4.7 Exh1

Nature of References		Reference
Narrative indications	Report of live Corporate Identity projects in literature confirming Consultants involvement	Boylan (1998), Coffey (1998), Lodge (2002), Schultz and Hatch (2003), Jardine (2004), Jones (2004), Weekly issues of Design Week
	Participation in conferences related to management	Henrion 1989, DMI records and conferences
	Publication of papers and books on the subject by external consultants	Napoles (1988), Olins (1989, 1990, 2003) Ludlow (1990), Henrion (1990), Ind (2001); Total Identity (2003)
	Papers written from members of organisations reporting and confirming their co-operation with external consultants on Corporate Identity issues	Warner (1989), Huisman (1990), Dubberly (1995), Briggs (1995), Clayton (2002), Jones (2004)
	Views of practitioners and scholars in the field that most Corporate literature is written by practitioners and consultants	Zentner, (1989); Melewar (2001), Balmer (2001)
	The use of external consultancies as a source of information in academic research projects related to Corporate Identity	Balmer and Soenen (1999) Melewar (2001),
Suggestion of Design bodies	Design Council guides and their internet site provide advice to organisations how to best identify and co-operate with external consultants. Selection criteria.	Design Council (2002)
Quantifiable indications	The reported fees of external consultancies specialising in Corporate Identity	Jardine (2004) – Annual Special Edition of Design Week

Fig 6.4.7 Exh1 Table presenting types of published material indicating the involvement of external consultants in Corporate Identity operations

Their involvement was seen to be triggered by mergers, acquisitions, market changes, new directions, low sales, lost public loyalty, unfavourable reputation, or lack of internal resources (Fig 3.4.2 Exh2). Examination of the content of this table indicated that consultants' involvement is often illustrated to be a fire-fighting process, rather than long-term control of the operations to prevent such problems.

With the involvement of external consultants confirmed by literature, the next stage was to establish their contributions to Corporate Identity. Fig 6.4.7 Exh2 presents a flow chart of this. The involvement of external consultants in Corporate Identity operations is well recorded in the literature and is a publicly known matter; for this reason the narrative and evidence to support the inferences for their contribution is presented in Appendix 6.6.

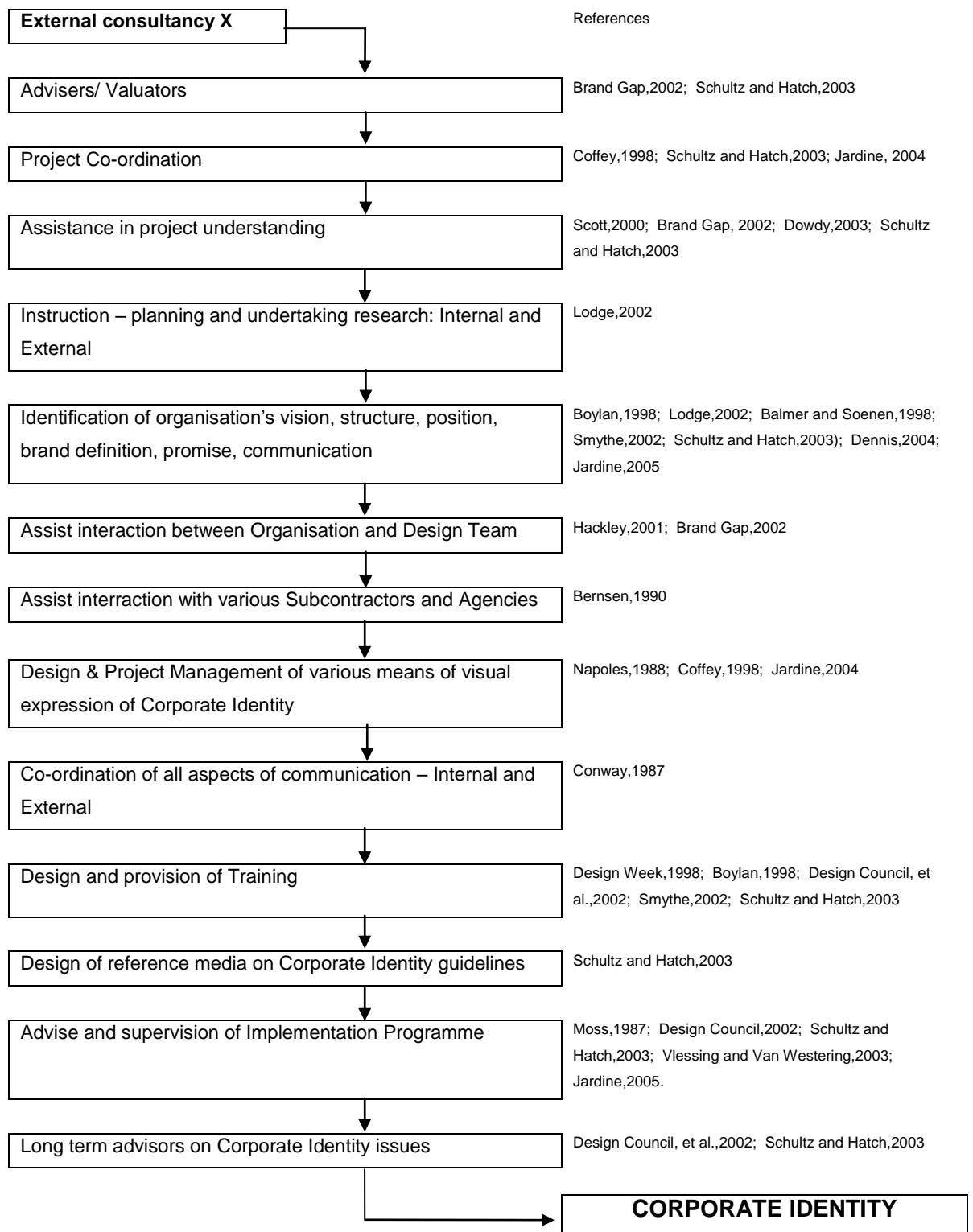


Fig 6.4.7 Exh2 The role of external consultants as portrayed in literature and understood by this researcher (Miggou,2004)

Whilst external consultants are reported to contribute all these, literature also refers to the problems organisations encounter in their co-operation with external consultancies. For example, the design manager of Apple, Hugh Dabberly, clearly states that in his professional life he had attended presentations of external design consultants who did not take any account of the Corporate Identity standards of the organisation. As a result they proved guilty of producing outcomes that were not consistent with the culture, and Corporate Identity guidelines of the company. In Dabberly's view, such outputs clearly create possibilities for confusion among the company's audiences, inhibiting effective recognition as well as destroying the work carried out by the organisation previously, which has contributed to customer loyalty. The same is also recorded to have happened to Boylan (1998) where he admits that Credit Suisse objected to the radical redesign of their graphics and asked Wolff Olins to incorporate the existing graphics into their proposal, since the bank had invested considerable amounts of money and effort to be successfully associated with these symbols and name.

To overcome this problem organisations tend to retain the same external consultants and agencies for long periods of time as the "*Brand Gap*" research project indicated (Design Council, et al.,2002). It was also suggested that educating an external body on the nature and the way that business is carried out is time and energy consuming. Thus there is always the temptation to retain the services of an external consultant if the match is proven to be good. Nevertheless, the opposite view suggesting that people can get too close to what they doing, resulting in subjective decision making was also indicated thus it is good to consult different opinions from time to time, and not retain long term co-operations with one consultancy.

So far it can be observed that

- Organisations find Corporate Identity operations challenging and external consultants are frequently employed and retained on a permanent basis to assist
- The ways in which organisations control the operations of these consultancies are not very evident in the literature, and lack of their control is evident in practice

6.4.8 Are external recipients, customers, professional associates and publicity media involved in Corporate Identity operations?

Chapter 4 confirmed the use of the terms public, audience, customers and stakeholders in Corporate Identity texts. This passage explores their contribution to Corporate Identity operations. Allesandri (2001:174) acknowledges the fact that although there is no agreement of authors as to what Corporate Identity is or does:

“Practitioners and scholars seem to agree that corporate identity is very closely related to how a firm presents itself to the public.”

At this point this researcher decided to introduce the term ‘display’ rather than ‘presentation’, which as seen previously has caused much controversy and ambiguity¹⁶⁴ in literature. The term ‘display’ was considered an appropriate term because it includes the visual aspects of an organisation, such as its graphics, products, and environments, as well as non visible aspects such as employee behaviour, customer services, organisation’s behaviour, etc., all of which were seen so far to be part of Corporate Identity Operations or contributing to Corporate Identity.

Corporate Identity was related to the operations of organisations which with their outcomes ‘display’ various aspects of themselves to various people. After all, historically this was always the purpose of merchants, window shops and later of advertising and marketing – to display the products and services on offer.

Similarly, an organisation through its day-to-day operations will put on display many views of itself for the people to attend and experience. For example its products, services and premises are ‘displayed views’ indicating the type of organisation – and likewise, but in a more abstract level, the ways customers’ queries are handled, how well staff are informed, social responsibility, etc., are additional ‘displayed views’ of the organisation which indicate how it runs its business.

So the first role of the audience in Corporate Identity operations is to receive various organisational ‘displays’

Upon receipt of organisation’s ‘displayed views’, people process their content further. This further processing is usually linked with Corporate Identity as the following quotes indicate:

- Allesandri (2001), posits that consistent use and exposure of Corporate Identity in all forms of marketing is widely believed to aid public’s learning about a company

¹⁶⁴ As seen in the previous chapter Corporate Identity was associated with the ways an organisation is presented via the operation of design, and therefore it was criticised by authors that Corporate Identity also entails aspects of behaviour, tone of voice, strategy, verbal communication, advertising, etc.

- Corporate Identity positions the company in the minds of its many publics, who identify the company as being the same at all times (Bernstein,1995)
- Consistent Corporate Identity is considered to be responsible for making communications clearer for people and to reduce confusion by ensuring effective recognition (Dubberly,1995; Allessandri,2001)
- Corporate Identity helps eliminate confusing and unwanted information from being transmitted to its audiences (Schmitt, et al.,1995)
- Strong Corporate Identity assists in audience identification (Napoles,1988)

So when data of a ‘displayed view’ are processed by people, various subsequent brain functions (underlined in the quotes) result from this processing. An understanding of psychology and human brain operation at a basic level indicates that functions referred to in literature such as learning, identifying, recognising, and many others such as remembering, recalling, informing, deciding, choosing, and supporting are all functions of sensation and perception.

Therefore in Corporate Identity operations the second role of external recipients, customers, professional associates etc., is to process the various ‘displayed views’ of the organisation. The third role of external or internal audiences is to form images and perceptions about the organisation, which were triggered by the ‘displayed views’ of an organisation.

“An organisation will have an identity from the first day of its operation, regardless of whether they have a logo or not, or whether they employed specialists to attend its Corporate Identity.”
(Bernstein,1984)

Bernstein’s view clearly suggests that Corporate Identity is created in the minds of people and this thesis has provided evidence suggesting the same.

Corporate Identity materialises when the ‘displayed views’ of an organisation are perceived by the audience to result in the creation of various¹⁶⁵ impressions – images such as familiarity, differentiation, importance, preference, belief, trust, etc.

The word ‘image’ is an additional term which is used and understood in ambiguous ways in literature and in practice since c 1958 when it was used as a jargon word in advertising and public relations. For example the work outcome of painters, photographers, designers and stylists are images, also actors, performers and politicians hire these specialists to create for them their personal images. So is image the display these professionals are commissioned to create? or image is the impression this display generates in the minds of other people? For this reason the term ‘displayed image’ and ‘perceived image’ will be used in this thesis to separate the two meanings of the word image in much the same way that Barlow (1990), examining the concept from physiological point of view, differentiated between ‘images before the eye’ and ‘images behind the eye’. In the context of optics, images before the eye are effectively objects

¹⁶⁵ As seen so far negative perceived images can also formed.

to be processed further into images behind the eye. Roth (1978:20) characteristically says: “Objects which we look at make images on the light sensitive retina at the back of the eye”. Forrester (2000:17) also said: “what we see inside is an image of what we have already seen outside”. Cognitive psychology also suggests that the brain generates images as a result of its exposure to visual stimulus, such as a physical object (Douglas, et al.,2002).

However, these terms in the context of Corporate Identity exclude the images formed from other than physical objects for example, poems, music, word of mouth, behaviour, etc. Douglas, et al.(2002:311) report on experiments carried out by Kerr (1983), on people blind from birth and partially sighted people, concluding that visual stimuli are not necessary for the creation of mental images and imagery. Therefore somebody might form perceived images when exposed to any type of stimuli – whether, visual, audible or tactile. It is considered that ‘displayed image’ is a more holistic term than image, which can be used to describe all organisational displays, including visual displays.

So the decision to introduce in this thesis the terms ‘displayed image’ and ‘perceived image’ was taken to clarify the two types of images:

The term ‘displayed image’ is used to describe what is on display to an observer, what is present and what is there to be sensed.

The term ‘perceived image’ is used to describe the post sensation images which have been received by the brain, processed and reconstructed by the brain as a result of its exposure to a ‘displayed image’.

Returning to the examination of the role of people in Corporate Identity operations, a previous chapter asked why¹⁶⁶ the first step of every Corporate Identity change programme is Corporate Image market research. In view of the conceptualisation of Corporate Identity as people’s accumulated perceived images about an organisation, the need to identify the existing perceived images of people is easily explained. This understanding also puts into perspective the unexplained view of Downey (1987:9) that well organised Corporate Identity operations¹⁶⁷ provide the mechanisms through which to monitor audience perceptions. As Downey suggested, this monitoring may provide an early warning of unfavourable opinions – whether

¹⁶⁶ It was previously noted that authors do not justify why Corporate Image research is required in Corporate Identity programmes. Their explanation, if any, is limited to one line generalising statements, such as to monitor, pilot, and identify their current Corporate Identity, whilst Corporate Identity is defined as the designed ‘displayed views’ of organisations.

¹⁶⁷ The word operations is not present in the text of Downey (1987) but it was added by this researcher since Downey considered Corporate Identity as a process.

they are diffused, shallow, inaccurate or negative. That will enable management to take informed and appropriate actions to correct these perceptions.

It can further be observed that:–

An organisation's 'displayed images' create various 'perceived images' to people, which can be recalled in the form of impressions. Whilst perceived images are difficult to assimilate and study, impressions are easier to treat. These impressions can be used by organisations to monitor or fine tune their 'displayed images'. This line of reasoning is also supported by the following statement:

“When identity really works, a company is distinguishable, familiar, more valuable and – perhaps most important of all- has its own highly distinct file in our minds, full of positive perceptions and experiences.

(Tod Martin, president AEI, Atlanta, Georgia, quoted in Cullen,2003)

In this way it seems that the fourth additional role of people in Corporate Identity operations as currently being practised is to inform, through feedback, various Corporate Identity operations which can then adjust their existing 'displayed images.'

The discussion on the role of audiences in Corporate Identity affairs clearly supports the view that it is created in the minds of people. since, in the absence of people to experience and otherwise respond to the content of 'displayed images', the sum of 'displayed images' alone would not be able to produce the benefits seen so far.

“identity (personal or corporate) can be defined as that set of attributes that distinguishes one entity from other; thus corporate identity is that set of attributes that distinguishes one organisation from another.”

Bromley (2001:316)

These attributes lie in the minds of the audience who become more aware of an organisation's capabilities, activities, products and diversity of service, and the points at which an organisation differentiates itself from its competitors (Downey,1987). Corporate Identity is then understood as the sum of these 'perceived images'.

Let us now examine the role of opinion formers, such as journalists, financial analysts, critics, etc., in Corporate Identity. Arguably they do belong in the greater group of people called audience; however in relation to Corporate Identity processes these professions with their work have an additional role. Their role is to transfer, through their published work, their own 'perceived images' of an organisation's 'displayed images'. These published perceptions then become¹⁶⁸ new 'displayed images' (however incomplete or truthful), for processing by the

¹⁶⁸ One must note the dyadic involvement of opinion formers as recipients of organisations' displayed views and as the creators of new corporate displayed views for other people to attend and process.

‘distant recipient’. Their content is perceived (processed further) and can be recalled¹⁶⁹ when needed. An observation extracted from this discourse is as follows:

Corporate Identity seems to be subject to people’s exposure to direct or indirect ‘displayed images’ compiled by organisations. In the absence of people, Corporate Identity cannot be manifested.

Developing from the discussion of the duality of the environment in which Corporate Identity operations take place (4.4.4), the content of the discussions of this chapter supports the thesis view that, Corporate Identity is formed on the side of the receiver (audience: internal or external) and is a ‘mental construct’.

A summative model deduced from the thesis so far illustrating the involvement of external recipients in Corporate Identity operations and the creation of Corporate Identity with its underlying constructs which define it, is illustrated in Fig 6.4.8 Exh1.

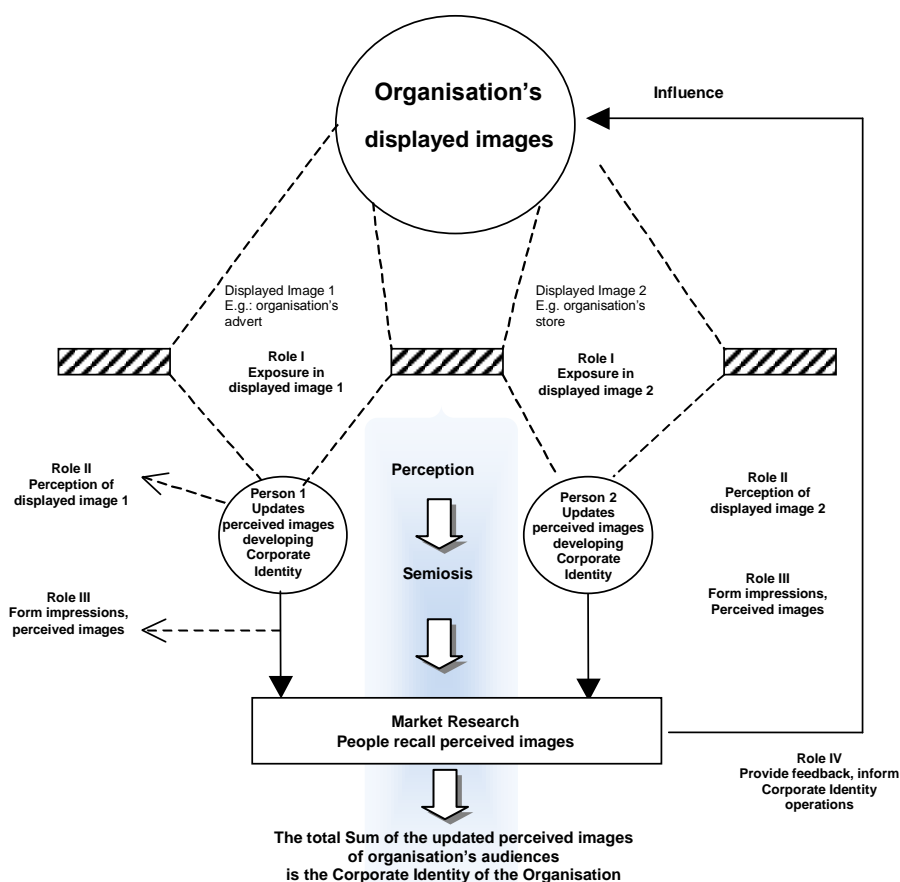


Fig 6.4.8 Exh1 Figure illustrating the four roles of people – audience in Corporate Identity operations, and the underlying constructs of Corporate Identity’s creation (Miggou,2004)

¹⁶⁹ This explanation of the role of people in Corporate Identity operations justifies how people can be partially aware of an organisation’s attributes and characteristics without having received direct ‘displayed images’. For example, this researcher was aware of Harrods, and what to expect, from various media, travelling guides, word of mouth, prior to visiting the UK and Harrods. However, the direct experience, from its graphics, employees, merchandise, interiors, updated the already formed (by the media) ‘perceived image’.

The Figure starts with an organisation which, through its presence, operations, communication, advertising, products, services, behaviour, etc., creates various ‘displayed images’. The fragmented hatched sections represent an obstruction that has partially hindered the views of people, because at any given point in time they are exposed to different ‘displayed images’. For example, Person 1 sees an advert of the organisation (displayed image 1), whilst at the same time Person 2 visits a store of the organisation (displayed image 2). Naturally, and sometimes unconsciously, these two people will process the material of these ‘displayed images’ and will form various impressions. These impressions are then gathered by market research and are fed back to Corporate Identity operations, which can then alter or fine-tune their ‘displayed images’.

This understanding of the participation of audiences in Corporate Identity operations fits with our conceptualisation of Corporate Identity as a continuum which can be influenced by its outcomes – in this discourse, by the ‘displayed images’ of various operations, which when perceived by the people formed their own ‘perceived images’. The sum of which over a period of time becomes a unique for that organisation Corporate Identity as a result of the unlimited semiosis. It also explains how Corporate Identity can be used as a vantage point which can assist in the tuning of related operations.

From Fig 6.4.8 Exh1, the four main roles of external audiences in Corporate Identity operations are:

- Exposure to ‘displayed images’ of organisations
- Process of the material and information of ‘displayed images’ - perception - semiosis
- Formation of various ‘perceived images’
- Provision of feedback of perceptions through market research to Corporate Identity processes

Various authors have expressed the opinion that all organisations have a Corporate Identity, regardless of whether it is managed or not (Bernstein,1984; Abratt and Shee,1989; Olins,1990; Marckwick and Fill,1995). Redhill’s (1999:2) statement, however, nicely strengthens and sums up the view this thesis:

“Every company has an identity; only some choose to manage it. People will form an opinion of your company whether you work at shaping perceptions or not. If you take the initiative, it’s far more likely that those perceptions will be positive.”

This indicates that people will form in their minds, as a natural outcome of their exposure in the ‘displayed images’ of an organisation, an identity for that organisation. The thesis provided the theoretical background in which this understanding is grounded and identified the constructs of ‘displayed image’ – perceived image, – perception and – semiosis which underlie the definition

of Corporate Identity. Therefore Corporate Identity is created in the minds of audiences, not just on designers' drawing boards or in consultancies' offices.

6.5.0 OBSERVATIONS ON PEOPLE'S INVOLVEMENT

The observations of this chapter are grouped into two sections in order to draw conclusions in relation to the purpose of this chapter. The first section presents the observations drawn from this chapter in relation to the contribution of people in Corporate Identity operations. The second section draws some observations in relation to the limitations identified in the practices of Corporate Identity.

Contribution of peoples' and activities' outcomes in Corporate Identity Operations

Each discussion on the roles of clusters of professionals in Corporate Identity operations resulted in summative flow charts depicting their contribution. These contributions were portrayed in literature and have been rationalised by this researcher. This was very important in order to gather data in relation to operations and their identified limitations, so to inform the compilation of the diagnostic tool of the Field Study of this research project (Ch9). Some of these issues are outlined in Appendix 6.7 and help towards a more effective control of Corporate Identity operations.

Discussion 6.4.1 explored the involvement of Senior Executives in Corporate Identity operations. Their contribution is essential in steering, giving directions, being involved in decision making, seeing these processes through good and bad times and so inspiring powerful Identities for their organisations.

Discussion 6.4.2 indicated that designers' innate contribution in Corporate Identity operations is different. It is to translate corporate guidelines and objectives into a combination of designed forms which assign a unique and effective style for the organisation to be recognised effectively by organisation's audiences.

Discussion 6.4.3 indicated that various information gathering activities are carried out in Corporate Identity operations on an ongoing basis or as part of a new Corporate Identity project. The outcomes of these research activities are further disseminated to various functional units to influence their different and various activities and arguably their outcomes.

Discussion 6.4.4 on corporate training indicated that staff training, development and internal communication was historically part of an organisation's operations and believed to contribute

in its house style, identity or whatever the name in vogue was. Training was used to assist people with different backgrounds and skills to contribute consistently to Corporate Identity operations, so that organisations could be experienced as a whole and consistently by people. Discussion 6.4.5 compiled extracts of published material to show that, in the literature, various disciplines, through the communication of their outcomes, influence Corporate Identity. The nature of this contribution was holistically understood to be the formation and influence of people's opinions. Again we believe that this thesis reconciles the different views found in the literature regarding the relationship of Corporate Identity to communication .

Discussion 6.4.7 indicated that organisations evidently find difficulties in controlling their Corporate Identity operations leading them to employing the services of external parties or agencies to see these through. These parties have their own methodologies to assist the organisations which are inclined to see operations from a very focused point of view and the service they provide is referred to as Corporate Identity or branding. The views of external audiences were seen to be consulted occasionally and the control of the operations is mostly based on their accumulated experience. These external consultancies also manage the Corporate Identity Programmes offering advice and supervision during the design and launch of the new Corporate Identity.

Finally, discussion 6.4.8 advocated the role of external audiences to be fundamental in the creation of Corporate Identity providing additional evidence suggesting Corporate Identity to be a mental construct created in the minds of people as a result of their exposure to various 'displayed images' produced by the activities of all the categories of people examined in this chapter. The role of the media and opinions formers was seen to play an important part on this process.

Observations on the limitations in the control of Corporate Identity operations

Discussion 6.4.1 reinforced the understanding that Corporate Identity is a mental construct which can also be influenced by the actions of CEOs and Senior Management, positively or negatively. In view of the idea that Corporate Identity is created in the minds of people over time, its controlling operations should also be informed by their views. Although this seems to be a common practice in the evaluation of marketing outputs, it was not evident in the operations of Public Relations, Personnel Training, IT, Customer Services or Design of Corporate 'displayed images'.

There, organisations' management seem to miss an opportunity towards a more holistic control of Corporate Identity, which is clearly influenced by the outcomes of these departments. It was

considered that a method to assist Corporate Identity guardians to organise these activities and to ensure that audience feedback is utilised in the creation and evaluation of every 'displayed image' would be a useful step toward a more effective control. A model to assist in this task is presented in Ch8, where the systematic control of operations is examined.

In relation to the design of 'displayed images' management also miss an opportunity on the objective and effective control of operations since the evaluation of many designed 'displayed images' is either based on intuition or biased views of designers and external consultants or are subject to personal likes and dislikes of the senior management. This limitation was also observed in the Field Study organisation (Ch9).

Discussion 6.4.2 indicated that the quality of the outputs of design depends on the corporate guidelines and objectives which cannot only be the results of a top down process. Whilst the opinion of the public is incorporated in the testing of new design proposals, this practice was not evident in the ongoing market research which mostly concentrates on marketing issues. As a result designers do not have at their disposal information on how products, equipment or build spaces are used, how are perceived and the reasons for these perceptions. Design is then commissioned as a fire fighting process which as seen so far has been greatly criticised by the public. This tactic is known to the public and media and its disapproval was recently expressed in the media warning that a simple rebranding exercise will not solve the Identity crisis of the News of the World newspaper. On the news of its closure, Ken Clarke, Justice Secretary said: "All they're going to do is rebrand it." (BBC News,2011).

Discussion 6.4.3 indicated that organisations carry out expensive market research activities but these are limited to how their Corporate Identities or brands perform in relation to their competitors. Particularly in design operations it was surprising to find that literature was short of indications suggesting ongoing information gathering activities pertinent to audience's preferences of styles, forms, experiences or how designed outcomes are perceived or recognised by people. This finding clashes with the understanding that the primary task of design in Corporate Identity operations is the construction of appropriate 'displayed images' which can be successfully recognised by people and understood as intended by their creators. In the absence of market research examining customers' opinions on design matters, organisations may be subject to biased decision making. If this limitation reflects the ways design operations are carried out in practice, then a possibility for discontinuity¹⁷⁰ in the whole process is introduced.

¹⁷⁰ If Corporate Identity is understood as the outcome of corporate communication, then if designers work based on their intuition rather than in planned and consistent to the style and holistic direction of the

This is based on the understanding that the outputs of information gathering activities are clearly used as new inputs for design and other operations. Designers, after the processing of this new input, are in a position to produce a new, improved, informed design output, which should be recognised by people in the planned and expected ways. If the latter is not achieved, unwanted expenditure and costly corrective actions may be necessary. The same would apply in the operations of every department; however, there is no reference in Corporate Identity literature to how the data from such general market research are useful in the operation of other departments which arguably need more tailored market research to suit their specific operational needs.

Discussion 6.4.4 indicated that few Corporate Identity projects include in their operations planned and organised training sessions for their staff – unless something has gone wrong or is likely to go wrong. This was unexpected; because without intentional and organised personnel training, organisations will come across to their audiences inconsistently producing incongruent ‘displayed images’ which were seen to be counteractive to Corporate Identity operations. This limitation offers an additional opportunity for development of the processes involved in the control and monitoring of Corporate Identity as a whole.

Discussion 6.4.5 presented various additional statements of authors contributing to the understanding of Corporate Identity as a mental construct, created and influenced by the outcomes of many disciplines, all of which have communication abilities. This progressive understanding strengthened this researcher’s conceptualisation of Corporate Identity as a continuum (Ch2) which is influenced negatively or positively from the outcomes of various operations, such as design, marketing, advertising, behaviour, sponsorship, affiliations, alliances, staff training etc. It is therefore required that organisations should coordinate the outcomes of all their operations, in other words should coordinate all their ‘displayed images’ so that they generate congruent communication messages and inspire consistent perceived images in their audiences.

Discussion 6.4.6 presented indications that many operations which were seen to contribute to Corporate Identity in practice might be outsourced to third parties. In relation to the involvement of these third parties, the material presented here indicated that although their outputs can influence the continuum of Corporate Identity, existing control models do not include the involvement and training of these third parties. In addition, organisations do not seem to have systems in place to check and control the operations of these parties. Therefore

organisation then discontinuities in corporate communication are introduced. Therefore Corporate Identity ceases to be consistent.

organisations need to consider the contributions of the operations of procurement and purchasing to the continuum of corporate Identity and include these in their Corporate Identity operations.

Discussion 6.4.7 indicated the involvement of external Corporate Identity consultants sometimes to be problematic, with these external parties violating existing guidelines, or producing outcomes which could negatively influence the Corporate Identities of the organisations. This places pressure on organisations to develop ways in which consultants' valuable experience can be controlled and positively channelled to fine tune aspects of their existing identity without having to discard their good attributes for the sake of an all new outfit, which will be received as an attempt to disguise their bad practices. A set of criteria and regulations regarding the operations and the practices of sub-contractors analogous to their own corporate guidelines need to be compiled and agreed with their potential subcontractors.

Finally some additional observations extracted from the thesis so far are:

In view of the current trend of continuous personal development through reemployment, organisations might gain from newly hired expertise but they also have to let people go who have an unrecorded good knowledge of their Corporate Identity. This combined with the identified lack of personnel training and the blind reliance on Corporate Identity consultants puts organisations in a situation where they cannot control their Corporate Identity holistically or effectively. This contrast with the ways Corporate Identity operations were practised and recorded in the historical examples discussed so far.

This researcher had the opportunity to spend two days looking at the archives of one of the most successful UK Corporate Identity consultancies. These were confined to visuals of the design proposals without explanations on their approval or rejection, the original brief, historical background, or minutes of discussions. The archives were kept mostly for the creative inspiration of its employees. The consultancy previously employed a full-time librarian carrying out research on organisations. The design consultants could quickly assimilate information about their client organisations and their competition and tailor their proposals. This good practice was abandoned during the expansion of the consultancy. The Field Study of this research indicated that the case study organisation did not keep any records regarding the design of their 'displayed images', other than their current design manual. This poor record keeping hinders the efforts of management to control Corporate Identity thus relying completely on design consultancies or branding consultancies. Surely organisations would benefit from taking matters in their hands and be in position to coordinate operations rather than

subcontracting in an unregulated manner parts of it ending up with a fragmented and somewhat inconsistent Corporate Identity.

This researcher was also allowed to attend two meetings held at the offices of a successful UK Corporate Identity consultancy where the consultancy proposed and pitched almost identical Corporate Identity propositions and changes to two prospective client organisations which operated in the same market sector. In this researcher's view this all-purpose treatment would have inhibited the effective differentiation of the organisation.

This fact alone suggests that any proposal to improve Corporate Identity operations should ensure that organisations are in a position to provide external consultancies well thought out and unique corporate objectives, extended into detailed briefs. Organisations cannot just rely on the consultancies to create these objectives for them.

In all, this chapter presented the needs for organisations to look for ways in which to bring together the efforts of all the activities and professional roles of the people referred in this discourse. Each organisation's management needs to be in a position to evaluate and select which 'displayed images' need to be changed, when and the degree of this change. The incorporation of the public's opinions in the processes seems to be the key to avoid unwanted similarity with competitors, experimentation and unnecessary expenditure.

6.6.0 CONCLUSIONS OF THIS CHAPTER

6.6.1 The thesis's conceptualisation of Corporate Identity

This chapter detached Corporate Identity from various narrow relationships with design, marketing, advertising etc. Corporate Identity is conceptualised as a cumulative mental construct created in the minds of people who are exposed to the different 'displayed images' of an organisation. These 'displayed images' are the outcomes of many disciplines' operations, **all** of which influence the continuum of Corporate Identity.

This chapter also revealed an additional characteristic of the nature of Corporate Identity: its association with the factor 'Time'. If Corporate Identity is to be understood as the processing of the various 'displayed images' of organisations, then people through their lives are exposed to various, sometimes different and incongruent, 'displayed images'

The newly 'perceived image' formed in the brain as a result of its exposure to a 'displayed image' is understood by this researcher as the organisation's Corporate Image.

However, according to Semiotics, this newly created ‘perceived image’ will be processed further by the brain. It will be compared with the already stored ‘perceived images’ about the same organisation formed previously. The processed and updated summative and new ‘perceived image’ is understood by this researcher as Corporate Identity. So Corporate Identity is not static: via the processing of various ‘displayed images’ of organisations, it evolves through time and through the experience of the observer.

One can best understand this conceptualisation in the context of personal identity. When we first meet someone we only have an idea about this person and we are not fully aware of their identity; we only hold a ‘snapshot’ of the whole, an impression of a ‘displayed image’. We are fully aware that a change of hair colour, though it changes a person’s style, does not change their identity – the person still remains the same. We are aware of somebody’s identity only after repeated exposure to that person in different circumstances, behaviours, interactions, thus being exposed to a variety of different ‘displayed images’ emanating from this person. Then why corporate identity should be different from personal identity?

6.6.2 A model for the creation of Corporate Identity

This section aims to bring together observations and findings that contribute to the formation of a richer picture of the field of Corporate Identity, leading to the presentation of this researcher’s understanding of Corporate Identity’s formation.

Reflection on the contents of specialised literature (Ch2-6) and literature directed to non specialist audience (Appendix 1.0) allowed this researcher to combine the identified pieces into a more complete picture.

It is possible to start with the idea that any organisation must have some awareness of itself, of its own identity perhaps, via its physical presence, and of what it does. This view can be deduced from the suggestion of professionals that in Corporate Identity Programmes, the first task is to establish the positioning of the organisation along with the views of its internal staff. Balmer (2001), has characterised this understanding as Actual Identity (Glossary: Appendix 4.5)

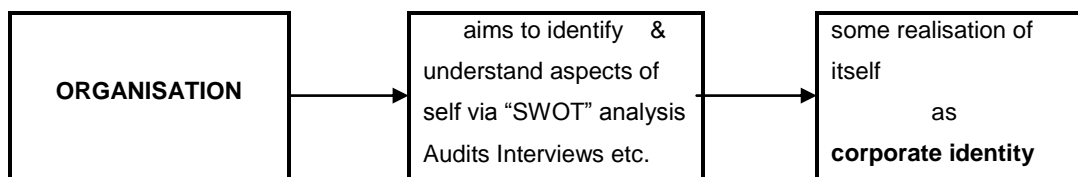


Fig 6.6.2 Exh1

Process by which the board of organisation and decision makers obtain an awareness of their organisation. A self awareness as Corporate Identity.

But surely this is not a complete picture, nor the end of the story. Clearly most organisations would intend to have some external purpose and some presence that must be experienced externally and independently by outside audiences, even if intended as a secure establishment. (e.g. Chernobyl before its meltdown).

From what the organisation knows about itself, (its self awareness or actual identity) it will predictably need to reveal parts of its self-awareness to outside parties, such as auditors, customers, prospective employees, sub-contractors, financiers, and prospective and current clients. The nature of the material to be revealed must contribute in form to the purpose for which it is directed. It is believed that for example, accountants need information that may be similar but in other ways essentially different to shareholders. Whilst customers are likely to want to know what is available and at what cost, etc. If the organisation's awareness of itself is regarded as its primary resource, then various assemblies, selected and compiled from this resource, can easily be made (designed) to present selected different 'displayed images' for different purposes.

Therefore, these 'displayed images' might take the form of a shop window display; a new product; an advertising campaign to inform of new product availability; an annual report and dividend directed to shareholders; a welfare and charitable activity or general publicity directed at public awareness; etc. In this way the Corporate Identity that the organisation appears to form of itself is essentially private, secret and otherwise covert. Such material that the organisation may select from its covert resource, to show to its various public, might clearly be constructed to influence, its various audiences truthfully or otherwise. As such, these communications, or 'displayed images', are substantially controlled and planned influencing processes which can be used for different purposes. (Fig6.6.2 Exh2 clockwise). Receivers form opinions on the basis of this restricted material, and any opinion formed about the organisation is likely to be no more accurate than the information that was offered in the form of that particular 'displayed image,' which may have been constructed for a specific communication purpose.

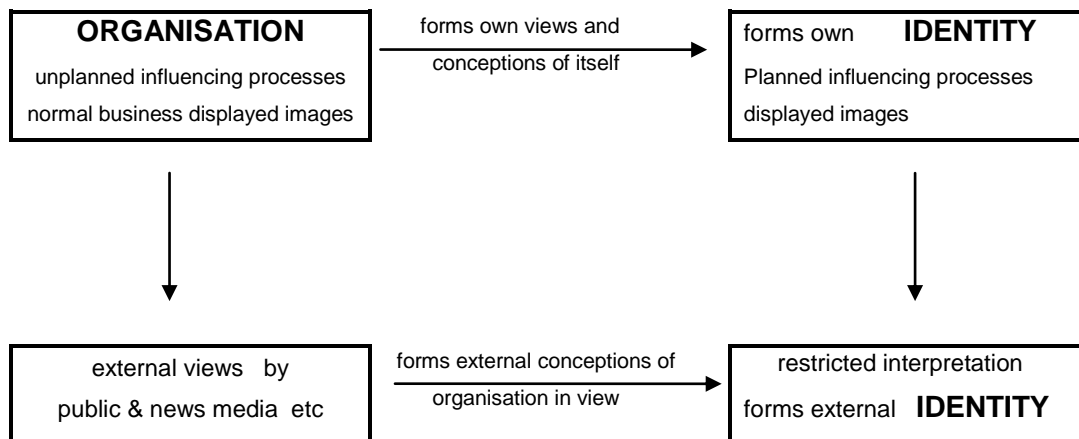


Fig 6.6.2 Exh2 The two types of Corporate Identity – Organisations’ own interpretation and audience own interpretation (Miggou,2005).

In the meantime organisations through their normal business processes also create uncontrolled ‘displayed images’ of themselves (Fig6.6.2 Exh2 anticlockwise). Such unplanned ‘displayed images’ might include events such as word of mouth, staff behaviour, accidents, unfavourable criticism by media, etc. These unplanned ‘displayed images’, coming directly from the organisations (not as a result of its self-awareness) also contribute something in the formation of audience’s opinions.

Therefore, from any given ‘displayed image’ which communicate specific messages planned or not, different receivers are exposed to the same material and are presumably capable of forming similar opinions about it. In such ways, they can selectively recognise what they want and otherwise form personal links with the sending organisation. The combined opinion that results from such communications, becomes a consensual opinion of that organisation, which seems also to become an external form of Corporate Identity. Balmer (2001) has characterised this type of identity as Conceived Identity (Glossary; Appendix 4.5).

Summarising, clearly and ideally, the opinions that any organisation’s board has of the organisation should be comprehensive and accurate. This might now be referred to as the ‘Primary form of Corporate Identity’, and this represents an important resource for the organisation. As a natural process, most organisations will tend to present views of themselves to their employees and to people outside, who collectively are referred to in the literature as the audience. The audience of an organisation must tend to think about what it sees and forms opinions about that. Because people differ, they may form somewhat different opinions about the same material; but where they form similar opinions, this would now seem to be a basis for a ‘Secondary form of Corporate Identity’. Perhaps, if the premise is correct, it can also be seen that the secondary form is also the most important to influence, in order for organisations to

sustain their audience, and influence their attitudes towards the organisation. If this analysis is sound, then:

If the secondary form of Corporate Identity is to be controlled effectively by the organisation then it must tend to be based on highly selected and probably quite minimal 'displayed images' of the primary Corporate Identity form.

6.6.3 A prospective model for the creation and influence of Corporate Identity

The section that follows aims to describe and explain a prospective model of how the Secondary Corporate Identity can be influenced and how modifications to an organisation's Primary Corporate Identity may be achieved. The model incorporates the following inductions from the Strategic Enquiry.

1. Corporate communication is a component of Corporate Identity, and activities and outcomes of people working in an organisation communicate something about the identity of the organisation (Ch2 and 3)
2. In a Corporate Identity Programme or management, the different activity units should establish common desired objectives or values in order to co-ordinate their outcomes so to transmit consistent messages (Ch2)
3. People, opinion formers, critics, media all contribute to Corporate Identity operations by influencing audience opinions and impressions of an organisation (2.3.8, Ch6)
4. An organisation has multiple audiences or stakeholders, who will interact and will therefore need to receive consistent messages by an organisation (Ch2).
5. These audiences will interpret the messages transmitted by the organisation and form a secondary Corporate Identity (Premise of this section)
6. Corporate Identity Programs at the stage of analysis require market research on audience's opinions, perceptions and beliefs on organisation's Corporate Identity or Corporate Image. (Ch2, also incorporated on Van Riel's (1995) description of a Corporate Identity Programme.
7. Corporate Identity Control operations aim to achieve a favourable Corporate Image (Balmer,1995) or to achieve favourable reputation within an organisation's stakeholders (Van Riel and Balmer,1997)
8. For Corporate Identity management to achieve its aim it needs to match the organisation's actual identity with the conceived or desired identity (Van Riel,1995; Van Riel and Balmer,1997)

The following is a prospective model which illustrates an advanced understanding of this researcher in relation to inner workings of Corporate Identity operations incorporating the above points and the content of this chapter.

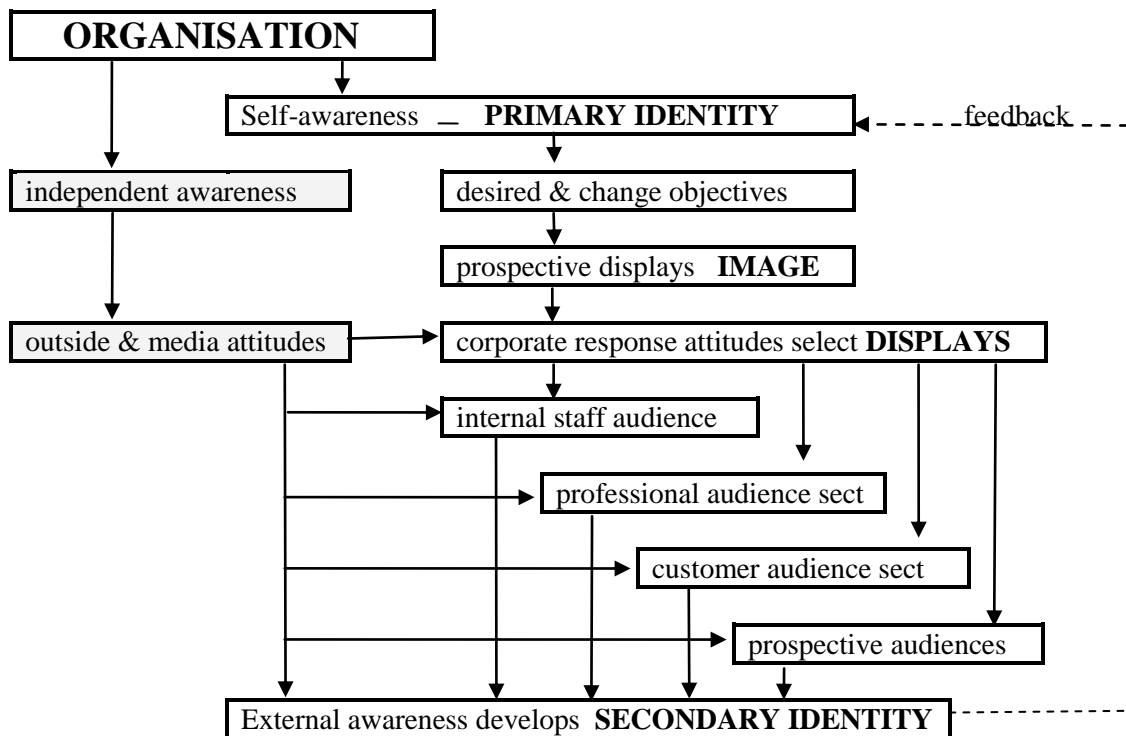


Fig 6.6.3 Exh1 The understanding of Corporate Identity as extracted from the strategic enquiry on Corporate Identity Literature and the Field examples (Miggou,2005).

This prospective model starts with organisations carrying out their normal business processes. Merely by existing and operating an organisation will present various displayed images to anybody that is an observer to these operations. These observers will form an external and independent awareness based on these ‘displayed images’(6.4.8). Meanwhile, organisational leaders and decision makers develop a self-awareness, conceptualised as Primary Identity (6.6.2). This is their understanding of what the organisation is and aims to achieve, its mission and its vision. From this point there are two prospective parallel scenarios. (Both Scenarios are incorporated into Fig 6.6.3 Exh1.)

Scenario 1: An Organisation does not make any intentional efforts to control their Secondary Corporate Identity. The collective outcomes of its operations are witnessed by various external people and an external awareness is formed. This external awareness is also formed by opinion formers can influence an organisation’s operations as well as the opinions of external people. In this model it is proposed that this external awareness creates certain attitudes towards the

organisation i.e., there is a demand for longer opening hours, or social groups protest against operations etc. All these collectively: the independent awareness, personal experience from contact with an organisation, various views as portrayed by the media and word of mouth, all contribute to the formation of an external awareness conceptualised as Secondary Identity.

Scenario 2: An Organisation wishes to influence and control some aspects of themselves that form their Secondary Identity intentionally, in a consistent and positive manner. The organisation is self aware of its Primary Identity. Some of the processes by which an organisation can develop this self awareness were briefly presented at the stage of analysis in Fig 2.4.4 Exh1.

As a result of this self reflection and analysis, organisations are then able to form their desired and perhaps change objectives of what their planned ‘displayed images’ should communicate to their internal and external audiences. Then the organisation should determine what disciplines should be brought together to produce these prospective ‘displayed images’ and the image they wish to externalise. In this way, possible prospective displays are brought together and selected. This selection should be influenced by the existing external and media attitudes, which as seen from the proposed model have the ability to influence various audiences. At this point the model offers a chance for the selected ‘displayed images’ to be tested prior to their application.

Once the prospective ‘displayed images’ have been decided, tested, and selected, they can be introduced (launched) to the public. Chapter 2 presented suggestions of professionals that these should be introduced firstly to internal staff, then, to professional audience, critics, press, opinion formers and then to existing and prospective audiences.

In this way an external and holistic awareness is developed, where the content of all planned and unplanned ‘displayed images’ are processed by people to form the Secondary Identity.

These ‘displayed images’, as previously seen, can take many forms such as internal communication, staff behaviour, products or services, advertising material, annual reports, interiors, architecture, customer services, manufacturing operations, etc. It is proposed by this researcher, that their aim is to trigger the desired ways the organisation wishes to be perceived. These prospective displays can be seen or experienced by people and finally perceived. As a result of this perception Corporate Identity is created.

Thus one of the ways in which design related activities can better contribute to Corporate Identity operations is the creation or tuning of the appropriate ‘displayed images’. The chapter that follows will look at extending design’s contribution to Corporate Identity operations further.

However, when dealing with the formation of perceptions, continuous monitoring is required, since perceptions are continuously updated. This line of reasoning explains why the majority of authors propose that Corporate Identity Programs or management processes should incorporate market research feedback in their operations more satisfactorily. The data from this feedback can then inform the whole process as to whether the task was achieved, and can also inform new change objectives and the accompanying need to begin the process again (presented with a dotted line in Fig 6.6.3 Exh1). This continuous Corporate Identity related work will assist in minimising ‘fire fighting’ actions, something that is observed¹⁷¹ in current practices.

This prospective model was introduced - to show a deduced¹⁷² relationship between the form of Corporate Identity that might be realised by the organisation; and how ‘perceived images’ from this might be used in the selection of display and communication material; (displayed images) to influence the opinions of identifiable sections of audience; who may then form individual and possibly consensus group opinions about what they recognise as alternative Secondary forms of Corporate Identity.

This model has been deduced from the discourses of the Diagnostic Questions of Chapters 2-6 to address some of the confusing unresolved issues that were found to occur in Corporate Identity publications, and were considered in some detail during the discursive processing of that material for this thesis.

6.6.4 Deductions for the effective control of Corporate Identity operations

In relation to the control of Corporate Identity operations it is therefore concluded that organisations should have appropriate systems in place to integrate the outcomes of all the operations seen in this chapter. This is particularly important in view of the fact Corporate Identity literature suggests that Corporate Identity practices are on many occasions confined to advertising and graphic design related issues, often becoming superficially attached to organisations, and then forgotten about. This indicates lack of ongoing control of operations and, often, too great a reliance of higher management on the suggestions of external consultants.

Negative incidents coming out of this poor practice in Corporate Identity are often recorded, and are much criticised by media and the public (Schmidt and Ludlow,2002). The Field study of this project also indicated the same narrow treatment of operations (Ch9).

¹⁷¹ As seen previously Corporate Identity is commonly presented as a one off project that is introduced when there is a problem or a change in the organisation (merger, acquisition, low sales, etc.).

¹⁷² This model has been deduced from the discourses of the Diagnostic Questions, to address some of the confusing unresolved issues that were found to occur in Corporate Identity publications, and were considered in some detail during the discussion of that material for this thesis.

To achieve consistency of Corporate Identity over a period of time, organisations need to control and co-ordinate the ‘displayed images’ produced by the sub-operations of various professional disciplines, whether internal or external to the organisation, in such a way that they trigger appropriate consistent and congruent ‘perceived images’ to the people that receive them thus achieving their corporate objectives.

Informed decisions on the characteristics of organisations’ ‘displayed images’ need to be considered objectively. Understanding audience perceptions is critical to this task.

6.7.0 NEXT TASKS OUTLINED

The next stage in the research was to explore particular aspects of perception which need to be considered when organisations create their ‘displayed images’.

The next chapter looks into additional technical information that should be incorporated into the creation of organisation’s externalised ‘displayed images’ thus improving further the control of Corporate Identity operations.

7.0 PERCEPTION AND CORPORATE IDENTITY

The Strategic Enquiry, helped to reassemble fragments of published material in relation to a few concealed areas in the field. The analysis and discussion of this fragmented literature indicated that several potentially important areas in relation to Corporate Identity control were missing, or at least, not sufficiently found in the extensive Corporate Identity specialist literature that had been covered so far in this study. The published material discussed so far revealed the Form and content of Corporate Identity more clearly, suggesting that its essence lies in the ways that the public forms perceptions. Certain difficulties in the effective control of Corporate Identity were also indicated. It was considered that as Corporate Identity was an outcome of perception its creation and control processes should be informed by the operation principles of perception.

7.1.0 THE PURPOSE OF THIS CHAPTER

The purpose of this chapter is to explore the operating principles of perception and to examine how these could be utilised by individual disciplines to assist in the creation and selection of their prospective 'displayed images', thus improving the control of Corporate Identity operations.

In addition, to report on literature of additional information in relation to consumer behaviour, market segmentation and audience needs all of which could inform the creation and evaluation of organisations' 'displayed images' improving Corporate Identity operations.

7.2.0 METHODOLOGY

A jigsaw puzzle analogy and its methodology was useful¹⁷³ in the construction of an holistic picture of Corporate Identity, and its related operations. With a complete set of jigsaw pieces, a view of the picture and its dimensions assembling the pieces correctly might be easy or difficult. A variety of strategies and skills are required of the persons involved, and other conditions are also required such as enough time, appropriate light, a suitable assembly surface, etc.

More difficult is the situation in which an incomplete set of pieces is presented, without the picture and without dimensions. Even more difficult is the situation in which a mixed bag of pieces, that may or may not belong together, are presented not only without a clear picture, but without a defined shape or dimensions. Such appeared to be the state of published material fragments referring to Corporate Identity.

¹⁷³ Pastimes that involve skills such as chess, Rubik's cube, and some card games, are among many that are the subject of extensive serious literature and in an abstract form are often the basis for human intelligence testing. Game theory is an area of serious mathematics.

The discourses around the Diagnostic Questions and their analysis, produced a structured view of Corporate Identity from the fragmented content of published material on the subject. This was considered useful because:-

As the field of Corporate Identity was revealed, so did the quality of its various parts. Some areas were found to be clear and sufficient, whilst some were not. It then seemed possible to make some value judgements about the quality of the material collected and also about the importance and the nature of the material that was missing. Just like the jigsaw puzzle technique, the size and shape of the missing areas could be defined by the parts that were there. So the field became structured, with parts that could now be identified and named; their functions and importance were better understood; and their connecting relationships became more clearly seen.

Corporate Identity appeared to be more a matter of public everyday life experience and something that manifests itself in the perceptions of people, than in processes happening within an organisation. Therefore any processes emanating from an organisation should be informed by the ways human perception operates in order to avoid ineffective and unwanted use of resources, time and costs.

It was decided:

- To explore the workings of human perception, to better inform Corporate Identity processes and to look for opportunities to clarify the relationship between ‘displayed images’ produced by the organisations and ‘perceived images’.
- To explore the ways that people receive and process information, to learn, to form opinions and decide to act on those opinions.
- To explore the ways in which peoples’ needs can be addressed and incorporated into Corporate Identity processes.

7.3.0 THE DIAGNOSTIC QUESTIONS OF THIS CHAPTER

7.3.0	Which perceptual processes are influencing Corporate Identity activity?
.1	What are the ways, people receive and process information and collectively contribute to Corporate Identity?
.2	How can the rules of perception help professionals control Corporate Identity operations more effectively?
.3	How do people associate to become a Corporate Identity audience?

7.4.0 DISCOURSES ON THE DIAGNOSTIC QUESTIONS

7.4.1 What are the ways people receive and process information and collectively contribute to Corporate Identity?

So far it was indicated Corporate Identity to be a summative mental construct related to the ways in which people interpret the information cues emanating from organisations' 'displayed images'.

It was decided to examine the ways the data in 'displayed images' is processed and interpreted¹⁷⁴.

Psychologists separate the process by which humans acquire information into two different stages: sensation and perception.

The stage of sensation: the receipt of data

At the stage of sensation eyes, ears and other sensory receptors absorb physical energy transmitted by various objects. According to Hulse, et al. (1958) for a physiologist this raw energy is called "stimulus". Examples of stimuli can be the light that triggers the receptor cells of the eye, the sound waves affecting the movement of hair cells in the ear, etc. An additional type of stimulus is what Hulse, et al. (1958) called "functional stimulus" this term is used to describe the features of the physiologist's stimulus that are responsible in creating or controlling certain behaviours. Functional stimulus is of interest to psychologists and it might be more complicated than the view of an object, including cases where an environmental event becomes correlated with a particular behaviour. In the context of Corporate Identity the concept of functional stimulus has an equivalent function with any 'displayed image' of an organisation and both are capable of triggering particular audience behaviours.

So stimulus can be understood as anything that an organism (biological) responds to.

According to Kassin (1995:80) sensation is "The set of processes by which our sense organs receive information from the environment". A prerequisite stage prior to this response of the sensory receptors is that the organism needs to be exposed first to the stimulus. In the views of Hanna and Wozniak¹⁷⁵ (2001) exposure happens when an individual accidentally or deliberately comes into contact with the stimulus. The similarity with the ways people are exposed to corporate 'displayed images' is obvious. The process of sensation is also responsible for transmitting the raw data to the brain through its sub process of transduction¹⁷⁶, where the raw

¹⁷⁴ Transformed into meaningful information.

¹⁷⁵ Professors at the Department of Marketing of Northern Illinois University.

¹⁷⁶ In physiology 'transduction' is the transformation of stimuli into neural signals, thus in engineering is the process that converts one type of energy or signal to another.

data captured by the senses is transformed into neural signals and impulses that are sent to the brain (Hanna and Wozniak,2001).

But we do not see inverted retinal images, nor hear the bending of hair cells in the cochlea, or smell the absorption of odorant molecules in the olfactory receptors of the nose. All data gathered from sensation must be further processed in order to make sense and it is only then transformed¹⁷⁷ into information.

Kassin (1995) explains that the brain achieves this through the process of perception, which is responsible for selection, interpretation, and organisation of the raw input information received from the senses.

The stage of perception: the processing and interpretation of data

Roth (1981) defined perception as the process of obtaining and utilising information: it helps human beings understand and interact with their environment. Examples of such processing might include seeing and recognising an object, hearing something and identifying the source without seeing where the sound came from or what created the sound, recognising somebody in the street, conducting a conversation, choosing and buying the things we need, making assumptions or predictions, responding in particular ways to particular events etc. Forrester (2000:17) posits that “there are two meanings to the word perception: one being the reception of information through the senses, the other as ‘mental insight’ which would include processes dependent on memories and expectations”. In addition, Hanna and Wozniak (2001:102) believe that perception “is the process of selecting, organizing, and interpreting sensations into a meaningful whole”.

These explanations of perception shift the emphasis from interpreting the data contained in the stimulus, to the construction of richer ‘mental images’ (seen in Ch5, through Semiotics as “signs”), which are compared and contrasted with existing memories or expectations – that is, “stored images”, prior to reasoning, the drawing of a conclusion or the reaching of a decision. This important characteristic of perception;- its tendency to organise related interpreted information into meaningful wholes is particularly important in the control of Corporate Identity. Corporate Identity was conceptualised as the sum of perceptions that stands for an organisation to its various audiences (5.6.1). As such its creation is determined by the operational principles of perception, therefore its control could also be influenced by the laws of perception. This area was found to be missing from the complete picture of the field of Corporate Identity and for this reason it is presented in the sections that follow.

¹⁷⁷ This is because to understand the world around us we have to do more than just ‘see’, ‘hear’ or ‘feel’ the various stimuli around us, we have to interpret them, and only then the sensory data become relevant information to inform our responses.

7.4.2 How can the rules of perception inform Corporate Identity operations?

7.4.2.1 Operating principles of perception

If Corporate Identity is the sum of accumulated ‘perceived images’ created in the minds of audiences, that has implications for the ways in which Corporate Identity operations can be controlled.

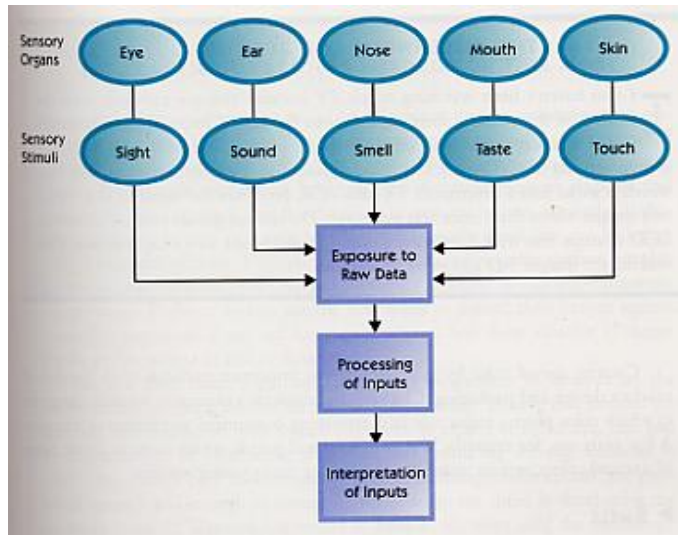


Fig 7.4.2.1 Exh1 an overview of the perceptual process by Hanna and Wozniak (2001:105).

Fig 7.4.2.1 Exh1 presents a diagrammatic presentation of the perceived process as described in the previous section. In the context of Corporate Identity the “stimulus” corresponds with the notion of the ‘displayed image’. The figure also indicates that in relation to “stimulus” usually there is a “response” which is a result of the function of perception. This response might be physiological,

i.e. activation of a neural system (physiological response), or a particular behaviour (psychological response). According to Hulse, et al.(1958:3) “psychologists use the term response to label the function or end result that can be ascribed to behavior, thus we speaking of the functional responses of ‘closing the door’ ‘eating supper’.” In much the same way, the ‘displayed image’ of a shop’s window might encourage a passer-by to enter the shop. However, a stimulus does not always produce a response. Response is depended on the strength and length of the stimulus, thus in psychology the concept of ‘absolute threshold’ was introduced. The minimum level of stimulation that a sensory receptor can detect in 50 % of the time is called the absolute threshold (Kassin,1995). The notion of threshold is further extended into the notions of terminal and differential thresholds. “Terminal threshold is the point beyond which further increments in the intensity of stimulus produce no greater sensation” (Hanna and Wozniak,2001:113). For example, adding more of an ingredient to a recipe will not change the taste, smell, etc of a food product.

The differential threshold or “just noticeable difference” is “the smallest increment in the intensity of a stimulus that can be detected by an individual and still be perceived as an increase or decrease” (Hanna and Wozniak,2001:114).

Both characteristics of the stimulus, or in this thesis ‘displayed image’, seem to have a particular importance and application in the effective control of Corporate Identity operations. The notion of just noticeable difference (differential threshold) can be used to inform many organisational operations. For example it might influence the specification of an advert, product, service, or an environment, therefore their subsequent operations of costing, design, production should also be guided by the identified ‘differential thresholds’. The same would apply in operational issues for example extended shopping hours might not change people’s attitude towards an organisation.

However, in practice the material examined for the operations of Marks & Spencer, (Appendix 1.0) revealed TV footage of Sir Richard Greenbury having the final say on ready meals, in terms of consistency, texture, portions, saltiness, or sweetness (BBC2,2000). Such changes can alter the specification of the product and surely its price. It would have been more reliable if such decisions were based on comparisons between the absolute and differential thresholds of the stimuli (M&S Food), and the tests to be carried out in a more representative group of people. The sensation of taste and personal preferences change with age; in this respect, then, Sir Richard was perhaps not the most appropriate referee for the M&S ready meals.

Brain overload and the process of a stimulus – ‘displayed image’

The five senses – sight, sound, smell, taste and touch – can be traced back to Aristotle, but current psychology suggests organisms are equipped with more sensory modalities¹⁷⁸. The term sensory modality is used to describe the dimensions that are related to a particular receptor system e.g. the visual, auditory, taste, smell, touch and kinaesthetic.¹⁷⁹ Combined, all these various systems give a continuous flow of data to the brain (Kassin,1995). During a typical 24 hour day, the brain receives vast amounts of data through the sensory systems, but the brain has the ability to compensate without being overloaded because, in general, certain types of stimulus will activate certain nerve pathways, which generally do not cross¹⁸⁰ (Kassin,1995).

The way in which perception rationalises inputs for processing is referred to as “perceptual vigilance”. This ability has application in advertising. Hanna and Wozniak (2001:109) draw attention to the fact that consumers can ignore advertisements because of perceptual

¹⁷⁸ Sensory modality: a type of physical phenomenon that can be sensed, such as temperature and sound. Current thinking recognises that the modality of vision has two subsystems – one for daylight and one for night time; and that touch is a mix of different skin modalities such as pressure, pain, warmth, cold (Wikipedia,2007).

¹⁷⁹ Kinaesthetic is the modality, which gives information to humans about their movement, body position and orientation in their environment.

¹⁸⁰ An exception to this is people reported to have a condition called synaesthesia. i.e. feel colours through touch, taste the sound of raindrops

overloading, so they discard much of the input data received from their senses. Surely for an advertising agency to ignore this function of perception would be a costly mistake. To overcome this function of perception which can have a negative influence on the perception of advertisements an impression of loudness can be created by filtering out any noises from the sound of the advert, so the message of the advert can then be perceived at optimal levels (Hanna and Wozniak, 2001:112). Surely, this function of perception could have a direct impact on the creation of other 'displayed images' such as – eliminating 'noise' in the design of a clear straightforward interior emphasising the features that really differentiate them from the competitors, –emphasising through different typefaces important aspects of an application form, – deciding the things one can do by visiting a web site or– by adopting a variety of teaching techniques in personnel training schemes to maintain the interest and inspiration of employees. The professionals responsible for the creation of these, need to devise ways to capture the attention of the audience and assist them to achieve what they were set out to do by thinking how the brain works and incorporate the appropriate triggers in their outputs / 'displayed images'.

Another operational principle of perception that enables humans to respond to a vast amount of information without confusion, is the ability of the sensory systems to detect and distinguish novelty, contrast, and change, rather than sameness. This is due to the ability of the sensory system to adapt to certain and constant stimuli. According to Kassin (1995) this ability is known as 'sensory adaptation'. So if a situation or a reaction is not considered as normal, it will be given greater attention and vigilance. This operation of perception can explain why a product can be noticed and differentiated due to its different packaging or designed form, e.g. the Coca-Cola bottle, Dyson floor cleaner, or the design of an iMac. An organisation such as a financial institution might differentiate itself from the similar competition by the novelty of the way in which provides its services, such as the Egg and Virgin banks rather than through an expensive refit of all its branches which can easily be imitated by competitors.

The general notion that everything that is noticeably different will receive attention is understood by organisations and design consultancies. However, many drastic changes to the 'displayed images' of organisations turned out to be considered unnecessary and costly mistakes. Why? For example, when the 'displayed image' of an interior is under consideration it might be that changing some of its components such as the carpet, the lighting or perhaps just introducing new cleaning schedules might be noticed by the public and be adequate to alter the existing 'perceived image' positively (Corporate Image). A full and expensive refurbishment, by contrast, might be negatively criticised by shareholders or the public.

The effective control of Corporate Identity seems to lie in the selection of the minimum characteristics of an organisation's 'displayed images' that need tuning in order to achieve the desired 'perceived image'.

Therefore, the question of how little¹⁸¹ a 'displayed image' needs to change seems to be central to the effective control of an organisation's Corporate Identity. Surely the input of psychologists to Corporate Identity operations will be a better informant than a written report of an all purpose market research project on the image of an organisation which does not inform the work of separate professions and activities.

A further operational principle of perception is that in very busy environments, senses are able to focus on specific stimuli by intentionally blocking out others. For example, a mother can hear her baby's cry, in spite of the presence of other obstructing sounds such as the noise of the TV, people's conversation in the room, outside noises etc. As suggested by Kassin (1995:109) "we have a way of 'zooming in' on sensations that are personally important". This ability is also known as "perceptual selectivity."

In the context of Corporate Identity when 'displayed images' are created it would make sense that their creators incorporate in their proposals the characteristics which are most important for people and would trigger the perceptual selectivity of their audience. For example organisations need to identify what their audiences need from them. For example what people need from a bank, a mobile retailer, a high street shop. Is it the transparency of business, the ways in which they need to interact with the merchandise, the service they receive or the experience that they offer. For example, in interior design it might be unnecessary to change the colour scheme of a space if the layout or the manning of the desks is responsible for creating long queues or the service they receive is lousy. A good understanding of the characteristics that will address the "perceptual selectivity" of people will inform in more effective ways the creation of an organisation's 'displayed images'. In this line of reasoning it would also be helpful to identify the characteristics of their existing 'displayed images' which are responsible for the creation of negative 'perceived images' and address these. Having identified the characteristics that need tuning, the proposed changes should be examined in the light of corporate objectives, vision, international regulations, standards, industry regulations, health and safety, environmental policies, etc. Only then should decisions of what needs to be altered be taken. This would prevent unnecessary and costly complete redesign exercises, to address declining Corporate Identities, which as the literature indicates seems to be the norm.

¹⁸¹ For example, the British Airways decision of dropping the Union Flag from its livery was a rather expensive and otherwise costly mistake.

Perception and some of its associated cognitive functions

This passage presents some additional cognitive functions integral to perception. This information underpins the knowledge required to construct the schematic presentation (model) of the understanding of Corporate Identity as presented in section 6.6.3.

Perception was seen so far as the process in which sense activating stimuli are converted into neural correlations to be interpreted by the brain. An additional explanation of perception presented by Forrester (2000) introduced further detail in the separate processes that this interpretation entails. Perception is understood as a process of cognition, where the processes of remembering, recognising, associating and other cognitive processes such as learning are taking place.

Generally, the word cognition pertains to all processes by which sensory input is converted, elaborated, transformed, stored, used and recovered (Theguidetopsychology.com,2007). Roth and Frisby (1986:86) in relation to the function of perception and the process of recognition have said: –

“In order to recognise an object such as a chair from the information contained in the retinal image, we also need some knowledge about chairs.....which is stored and represented in our memories”.

So the cognitive functions of memorising and remembering something are also interlinked with the function of perception. Something cannot easily be perceived and identified successfully if there is no previous memory of something similar in the brain.

Beach and Connolly (2005), talking about the process of recognition in decision making, described a very similar situation with Roth and Frisby (1986). When decision making is required, the salient features of the situation (or a problem) interact with the information stored in the memory files of the decision maker. If this interaction locates a memory that has the same features as the given situation, then recognition takes place. The result of effective recognition is that the decision maker can draw upon existing memory and knowledge and decide on appropriate action. In decision making, old memories that are used to guide future behaviours are called ‘policies’, whilst in the psychology of learning they are called ‘habits’, and, in social psychology, ‘scripts’ (Beach and Connolly,2005).

So besides their relation with perception, the functions of recognising an object, giving a solution to a problem and decision making are additionally linked with the function of memory. Once something is perceived, it is then compared and contrasted with existing information stored in the memory. When a match between the new information perceived from a stimulus and the stored information in memory is achieved, then recognition or identification takes place. The observer then is said that they have identified an object, a situation, a problem, or a solution to the problem. In much the same way if somebody has seen a cue emanating from an

organisation before, such as the colour of its symbol or logo, will recognise a new ‘displayed



Fig 7.4.2.1 Exh2: The ‘displayed image’ does not need the presence of the organisation’s name, logo or symbol to be recognised – identified successfully.

image’ of the same organisation even in the absence of its logo or name, i.e., Silk Cut, or Orange adverts (Fig 7.4.2.1 Exh2).

So perception depends on the information already stored about the world in human memory, which continuously is updated or modified (Wingfield and Byrnes,1981). Since perception is variable to information already stored in the human memory as a result it develops over time, for example a

child’s perception changes and develops over time when is growing (Vernon,1971). Therefore perception is linked with the process of learning. The theory, which emphasised and argued this point, is that of behaviourism, which regarded the human mind as blank at birth. Gibson (1969) argued that since the mind is blank at birth then perception is related to learning. Behaviourism, or otherwise known as the learning perspective, is a subject of an enormous literature in psychology, however in the context of this thesis behaviourism is useful because it explains behaviour through learning, advocating that human behaviours are shaped through people’s constant interaction with their environment (<http://www.learnpsychology.net/g/29,2007>), and arguably with its various stimuli or in our case the ‘displayed images’ of organisations.

The fact that perception depends upon the input of raw data does not guarantee that these data are always complete and can be made to produce accurate interpretations. Sometimes a certain amount of guessing is necessary in order to perceive something, e.g. a person seen approaching from a distance who shares same characteristics with a familiar person, will enable the observer to perceive this person as his/her friend. So perception in the absence of incomplete or unknown information will function by associating the new processed material with similar material already stored in the memory.

These cognitive functions of perception can have a practical application in the field of Corporate Identity. For example, the ‘displayed images’ of an organisation do not have to be relentlessly the same or uniform, but might simply share common characteristics, all of which are unique to that organisation and have enough memory cues so to be easily grouped together, cognitively, as members of the same family (organisation). Well executed examples of this were seen in the outputs of William Morris, Thonet, AEG, London Underground and Braun in the early years of their operation. The promotional outputs (displayed images) were not identical, but shared strong informational cues, allowing the brain to associate these, remember and recognise them.

The association of perception with the separate cognitive functions of remembering, recognising, learning and associating, suggests the following for the creation of Corporate Identity :

- In order to recognise and identify an organisation's identity, the brain needs to compare each newly 'perceived image' with the learned and stored 'perceived images' of the same organisation
- Each time a person is exposed in an organisation's new 'displayed image' the stored 'perceived images' of that organisation are updated
- In order for a person to identify an organisation – that is, to perceive its identity – previous knowledge of the organisation is a prerequisite
- When a person is exposed in an organisation's 'displayed image' without previous knowledge or experience of this organisation, then according to the function of association the brain will utilise similar known 'perceived images' which belong to similar organisations to identify the organisation (Appendix 7.1)

7.4.2.2 Corporate Identity and its relation to Gestalt psychology

If the Form of Corporate Identity is to be understood, and how its creation can be influenced one needs to look at perception in its holistic sense. This is because Corporate Identity was seen to be the summative holistic accumulation of various 'perceived images'.

A particular branch of psychology examining perception in its totality was that of Gestalt initiated in Germany by Max Wertheimer circa 1912.

Gestalt is the theory of mind and brain proposing “that the operational principle of the brain is holistic, parallel, and analog, with self – organizing tendencies; or, that the whole is greater than the sum of its parts” (Wikipedia,2007).

This tendency of perception to formulate total impressions and perceiving cohesive wholes is reflected in the name of the Gestalt movement. According to Hanna and Wozniak (2001:116) the German word Gestalt means “whole” or “total impression”. By contrast with behaviourism, Gestalt argued that the mind includes functional processes that are present from birth. These are responsible for the way an object or a configuration of objects is perceived. Gestalt psychologists used configurations such as the Kanizsa triangle to demonstrate the ability of the brain to perceive the whole configuration presented, rather than just its parts.

The Kanizsa configuration Fig 7.4.2.2 Exh1 was first described by the Italian psychologist Gaetano Kanizsa in 1955.

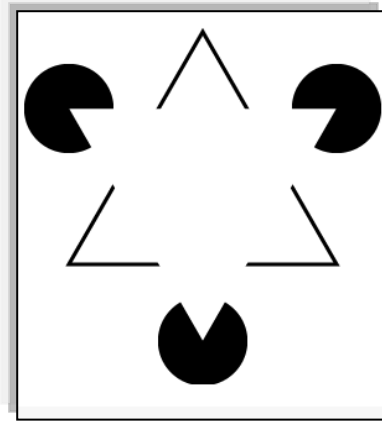


Fig 7.4.2.2 Exh1
The Kanizsa triangle

The configuration of parts in the Kanizsa triangle causes the mind to complete the missing boundaries and perceive the whole shape. In addition, the colour of the white triangle is perceived to be brighter than its surrounded colour.

From this, Gestalt psychologists postulated that the structure or composition of any given objects is very important to perception, referring to “holistic structure” which is

responsible for linking the formed perceptions with the displayed objects and their relation to each other.

The relationships and links in which objects or elements of an external stimulus are linked have been studied by Gestalt and form what the Gestalt psychologists refer as “laws of organisation” or according to Forrester (2000) “Gestalt laws of continuation”. So perception has a tendency to group together collections of shapes, colours, sizes into perceptual wholes.

In Corporate Identity, the way people perceive the various ‘displayed images’ produced by an organisation depends very much on their arrangement, relationship, timing, similarity, etc. These arrangements might be spatial or chronological in nature. Because of this holistic function of perception, the view that everybody working for an organisation regardless of discipline and ranking is also responsible for the organisation’s Corporate Identity can be theoretically explained. Corporate Identity of an organisation is formed when a combination of an organisation’s ‘displayed images’ are perceived. For example the Corporate Identity of a company producing tea is the summative ‘perceptual image’ resulting from the product, its packaging, chosen colours and fonts, whether is a fair trader, its advertising, its price, its taste, where is it sold, view of critics, word of mouth, etc.

The function of the brain to perceive wholes is particularly important in the management of Corporate Identity operations which in their totality need to be co-ordinated and organised systematically. The following chapter will examine this issue.

Gestalt theory also discussed the tendency of the brain to perceive information in large data chunks rather than small units, a function known as the law of “grouping”. This ability of the brain to integrate various pieces of information into organised wholes could well be very important to the field of Corporate Identity. An organisation’s identity is created from a variety

of ‘perceived images’ created by a variety of attributes conveyed in its ‘displayed images’ over a period of time. According to Hanna and Wozniak (2001) the law of grouping can explain why organisations such as universities are evaluated by potential students based on the overall impression of the organisation rather than its departmental performance. The law of grouping can also explain why in this researcher’s opinion the London Underground, despite some obvious limitations it is considered in its totality as a complex and effective means of transportation.

The relationship of Gestalt and Corporate Identity is then based on the tendency of people to perceive the totality of an organisation, ‘putting together’ the arrangement of all the ‘displayed images’ presented to them. This totality - Corporate Identity - is formed because of a continuous contrasting, comparing and finally updating of the existing ‘perceived images’. Therefore the necessity for the systematic co-ordination of the processes responsible for the creation of an organisation’s ‘displayed images’ in order to trigger congruent ‘perceived images’ becomes evident.

How Gestalt theory can inform the creation of individual ‘displayed images’.



Fig 7.4.2.2 Exh2 Rubin’s vase illusion demonstrating the rule of “Figure and ground”.

The brain also has the tendency to distinguish a stimuli on the front rather than its background.

This tendency is known as the “Figure Ground” rule: to perceive objects in relation to their background was firstly demonstrated by an optical illusion created by the Danish psychologist Edgar Rubin in 1915, Rubin's vase illusion (sometimes known as the Rubin face or the Figure-ground vase), is shown in Fig 7.4.2.2 Exh2. Hanna and Hozniak (2001) believe that this function of perception is instrumental in creating perceptions.

This rule of perception was used in advertising to draw attention to the message, which needs to be differentiated from its

background. In addition, this rule is among the first learned on design courses, otherwise the designed outcomes will lack the required clarity, and comprehension. However, in practice there are plenty examples of retail interiors where the selection of colours and materials does not allow effective recognition and safe navigation for people who are visually impaired. Understanding of threshold values of colours would improve designed outcomes (Penton,1999).

The Gestalt laws of organisation

According to Kassin (1995:111) the rules by which perceived wholes are constructed, commonly known as the Gestalt rules of organisation, are: proximity, closure, similarity, continuity and common fate.

The law of “proximity” is the tendency of the brain to clarify objects according their nearness to an item of reference. Spatial or temporal proximity of elements may induce the mind to perceive a collective or totality. For example, in Fig 7.4.2.2 Exh3 the brain will perceive a square constructed from dots and three columns constructed from dots, rather than 36 dots

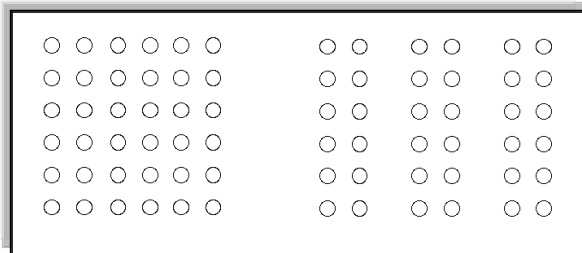


Fig 7.4.2.2 Exh3 The Gestalt law of proximity

scattered in the space in two different arrangements.

The law of proximity also explains why an object may become associated with another one because of their spatial or temporal nearness. This identified tendency of the brain can be and in some cases was adopted into various contexts all of which seem to belong in the creation of various ‘displayed

images’ of an organisation. This explains why, for example, products in supermarkets are grouped together, to maximise recognition and therefore to encourage purchase (Hanna and Wozniak,2001). When two objects are grouped together then are perceived to have similar attributes. For example, when nuts are stored in the section of home baking, they are perceived as cooking ingredients, rather than as a snack. So by careful selection of the context in which a ‘displayed image’ is placed, the ‘perceived image’ can be accordingly influenced. This law also provides theoretical ground for the importance of liaisons, sponsorships and affiliations of organisations with other organisations in the formation of their Corporate Identity.

Certain formal interior layouts such as churches, temples, court rooms and town halls tend to have highly organised and symmetrical arrangements. Therefore the more symmetrical



Fig 7.4.2.2 Exh4 An application of the law of proximity in Graphic design

arrangement cue a perception of formality, while more fluid arrangements such as the layouts of bars or

night clubs will cue perceptions of informality. A well known example of this is the sitting arrangement of a classroom, whether formal or informal, as a means to facilitate learning (Walklin,1990). In interior design the configuration of light fittings, or the colours of walls, can unite or separate different

functions of an open plan space. Perhaps the most obvious application of the law of grouping is in graphic design. Fig 7.4.2.2 Exh4 demonstrates how similar objects, because of the manner in which they are grouped together, are perceived to belong together thus are holistically perceived as a tree.

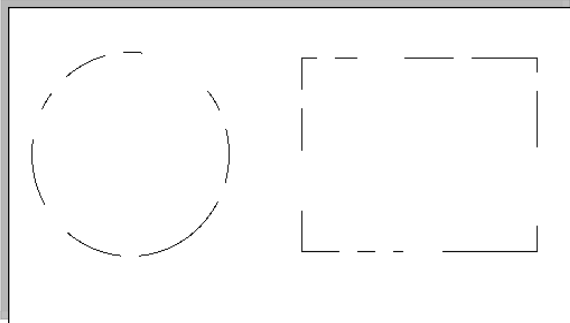


Fig 7.4.2.2 Exh5 The law of “closure”: the brain completes and closes the forms illustrated

The law of “closure” is the tendency of the brain to perceive complete objects or stimuli when the stimulus presented is actually incomplete – see Fig 7.4.2.2 Exh5.

Perception has a tendency to complete a regular figure and to increase regularity. The rule of “closure” can explain the popularity of soap operas, and of those incomplete adverts which nevertheless gain people’s attention

and recall (Hanna and Wozniak,2001).



Fig 7.4.2.2 Exh6 The application of the law of closure in Graphic design. Source of Fig <http://graphicdesign.spokanefalls.edu/tutorials/process/gestaltprinciples/gestaltprinc.htm>

Closure would also explain the popularity of TV adverts, when they make everybody look forward to the next advert. Examples are Oxo and the less lengthy adverts of Lloyds TSB and Daz.

Fig 7.4.2.2 Exh6 demonstrates how the law of closure assists the brain to perceive the picture of a panda bear. Although the shapes are not close, the brain will complete the missing parts by closing the shapes, thus completing the picture. A technique broadly used

by graphic designers.

An additional application of this tendency can be observed in sculpture and architecture, where unfinished structures are appealing and

interesting because of the tendency of the viewer to imagine and complete them. This device is commonly referred to as ‘non finito’.

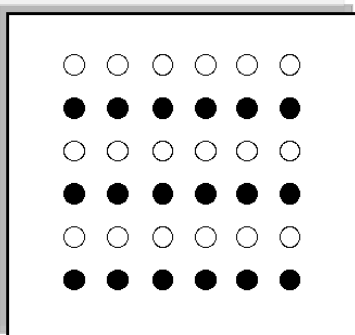


Fig 7.4.2.2 Exh7
The Gestalt law of similarity

The Gestalt law of “similarity” explains that the mind groups similar elements into collective entities or totalities. This similarity might depend on relationships of form, colour, size, or brightness. Fig 7.4.2.2 Exh7 demonstrates this tendency of the brain. It can be theorised that the same happens in the realm of Corporate Identity: if products are perceived to be similar

then it can be inferred that they have similar properties thus the brain will associate properties of familiar products to unfamiliar. This might explain why various products similar to Coca-Cola have similar visual features. The unethical factor of misleading the buyer is also grounded in this law of perception. If an organisation belongs to a group then the qualities of the organisation are transferable to the group and vice versa, e.g. Virgin Group and Virgin one account.

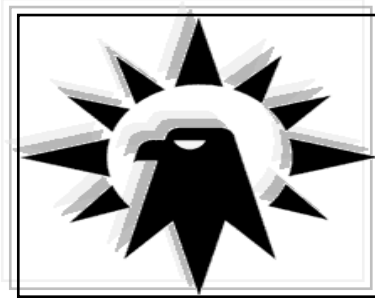
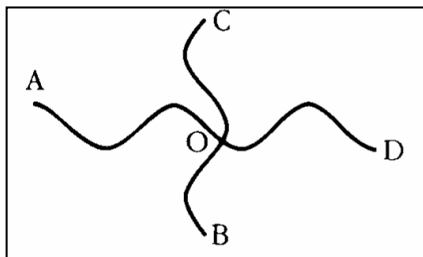


Fig 7.4.2.2 Exh8 demonstrates an application of the law of similarity in graphic design. Unity occurs in the mind because the triangular shapes at the bottom of the eagle symbol look similar to the shapes that form the sunburst.

Fig 7.4.2.2 Exh8 An application of the law of similarity in Graphic design. Source of Fig <http://graphicdesign.spokanefalls.edu/tutorials/process/gestaltprinciples/gestaltprinc.htm>

The Gestalt law of “continuity” according to which the mind looks for visual, auditory, and kinetic patterns. The law of continuity works on the principle that the brain prefers smooth paths.



In Fig 7.4.2.2 Exh9 the brain perceives the lines AOD and COB rather than AOB and COD. This ability of the brain helps people perceive various shapes in the way they were intended by the artist or designer, such as brush strokes, pencil marks, the movement of a signature, design of pathways, circulation in buildings etc .

Fig 7.4.2.2 Exh9 The gestalt law of continuity



Fig 7.4.2.2 Exh10 An example of the law of continuity in a graphic design. Source of Fig <http://graphicdesign.spokanefall>

Fig 7.4.2.2 Exh10, demonstrates how the law of continuity might be incorporated into graphic design. The viewer’s eye is drawn to the maple leaf, because of the tendency of the brain to perceive unobstructed paths. Arguably this law can be applied into spatial design, to influence the movement of visitors towards a wished direction. Its application can also enhance the usability of internet sites, where information should be structured in continuous and logical ways thus enhancing positively the user’s experience.

The gestalt law of “common fate” holds that elements with the same moving direction are perceived as a collective or unit. This has an application in moving images, video games etc.

Perceptual constancies, Inference and the perception of ‘displayed image’

Gestalt psychologists also described a phenomenon known as “constancy”. This phenomenon is a compensating function which allows the brain to process an image, or a stimulus consistently and economically without being confused by irrelevant changes of detail (Roth,1978).

Subjective constancy or perceptual constancy is the perception of an object or quality as constant under changing conditions, such as change of lighting, distance, viewpoint, etc.

Therefore there are several types of constancy, these are shape, size, colour, light, distance and location constancy (Wikipedia,2007).

Without the function of constancy our world would be full of images of people shrinking as they move away and becoming gigantic as they approach. Objects would change shape depending on the viewpoint from which they are observed, and colours would change because of differences in the lighting conditions (Gregory,1990; Kassin,1995). Because of constancy, the brain tends to perceive the colour of the walls in a room as the same, meaning that it came from the same tin of paint, although readings from a photometer would suggest that there are significant differences in brightness (Vernon,1971).

As seen, the concept of Identity is connected with the state of being the same and recognisable, however the literature on Corporate Identity suggests that organisations should update their Corporate Identity or even change it when the circumstances dictate it. In this researcher’s view, however, the phenomenon of constancy can clear up this ambiguity.

In the context of Corporate Identity, the concept of ‘perceptual constancy’ might explain why an organisation over the years is perceived to be constant whilst many changes in its ‘displayed images’ have occurred. Subtle changes and fine tuning of its ‘displayed images’ are perceived as constant over the years.

So updating outdated and tarnished interiors is not perceived as Corporate Identity change but as modernising or maintaining high standards.

Constancy is a concept that the design school of thought in Corporate Identity appears to have missed. In many cases the notion of ‘being the same’ is interpreted as being ‘uniform’, encouraging organisations to embark on massive redesign exercises. Corporate Identity consultants frequently refer to AEG, Olivetti, and London Underground as exemplars of Corporate Identity operations. However, by overemphasising the use of graphic design to achieve consistency neglect the Gestalt of the consistency these organisations have achieved. The outputs of these early exemplars in their totality looked as if they belonged to the same

family, and signified the same organisation, without being the same and encouraging designer's distinctiveness and creativity.

In addition, the ability of the brain to take into account existing knowledge, familiarity, experience, in order to interpret the data received from the senses seems to be particularly important in the relationship between the phenomenon of constancy and Corporate Identity. Roth (1978) argues that, under normal viewing conditions, the human brain does not perceive the change of image's size as it is recorded in the retina, due to the ability of the brain to take account other information such as the viewing distance, knowledge that humans do not grow in size when they moving towards the viewer, etc. Therefore, information received from stimuli is interpreted with the help of experience or familiarity (Kassin,1995). This happens because within the process of perception there is another function which incorporates the processing of other relevant information and is responsible of making adjustments to the data present in the stimuli (Roth,1978). This inherent process is known as inference. In fact, according to Beach and Connolly (2005), writing from a decision making point of view, the perceptual system uses additional sensory information inputs in order to make inferences about a stimulus, which informs the brain further.

In the context of Corporate Identity inference is also important. Inference is subject to the data contained in the 'displayed image', its environment, as well as the viewer of the 'displayed image'. For example, if somebody imagines seeing two people with different heights standing next to each other in a photograph, the contents of the picture, its environment, its background and knowledge of the viewer will influence the interpretation of the 'displayed image', thus different 'perceived images' will be formed between different users. By looking at the photograph briefly, the viewer may infer that these two people have a big difference in height because of where they are standing, their age, the distance between them, etc. The concept of inference and this example illustrate the phenomenon in which the same stimulus can evoke different interpretations, which are subject to either additional information stored in the memory of the viewer, or included in the stimulus environment.

The relevance of this observation in the context of Corporate Identity is that a 'displayed image' of an organisation is possible to create 2, 3...X 'perceived images', dependent upon the viewer, his/her knowledge and experience, the length of exposure, age, other stored images, interest, culture, etc.

Would that not make Corporate Identity very difficult to study, research, understand and as a result be controlled? Case in fact, no – for inference has its own variables, which cause different clusters of people to make the same inferences and thus form the same perceived images. Some of these variables are examined in this section.

An inability or the absence of other relevant information to assist perception may cause the false interpretation of the data with respect to the 'displayed image' or inference. The fact that inference and perception can be faulty can be demonstrated in optical illusions. Although the subject of optical illusions is not particularly relevant to this study, this researcher would like to emphasise that manipulating intentionally the content of 'displayed images' so as to contrive a false inference should not be transferred to the field of Corporate Identity, for ethical reasons. The experiments of an American ophthalmologist Adelbert Ames, Jr., known as Ames room conducted in 1946, is an example where the data present in a 'displayed image' and the additional information required to make a correct inference are purposefully distorted in such a way as to lead to a false interpretation of the 'displayed image'.

Ames belonged to a movement of psychology known as Transactional functionalism (see Ittelson,1962). Transactional functionalism suggests that organisms have transactions with their environment and perceptions change. This movement tried to explain the phenomena of constancy and used these phenomena to describe "the active and adaptive character of perception" (Roth,1978).

Although Gestalt and Transactional Functionalism acknowledged that memory has a role in perception, there was little place within these theories for individual differences in perception. However, according to Roth (1978) it has subsequently emerged that every individual's perceptions are coloured by their personality, motivation, mood and those assumptions the individual will make according to personal experience.

The new theory linking the process of perception to the perceiver and unconscious influences is known as New Look, which started with the work of Jerome Bruner and Leo Postman in 1947 (Greenwald,1992). This theory explains the perception of images that are not on view but have nevertheless been created because of the existence of other factors such as the emotional situation of a person. For example, thirst may make a traveller in the desert more susceptible to mirages. In other words perception is affected by individual variables, such as the perceiver's desires (Vernon,1971; Roth,1978).

Another important insight that New Look provided for cognitive psychology came from a study by Siipola (1935). In an experiment, subjects were shown words for very brief duration. All subjects were shown the same words, which included some meaningless letter character strings. However, prior to being shown the words, the subjects were divided into two groups, which were given different expectations of the general categories of the words. The meaningless letter character strings with small changes could fall within both categories with minor changes. For example the meaningless word "*Pasrort*" could be read as either "*parrot*", which would fall into the animal context or "*passport*" which would fall into the travel context.

The words were shown to the subjects for very brief durations on the threshold of cognition. The general implication of this experiment was that perception is affected by expectations or assumptions from previously given contextual information. In other words perception is variable according to the context in which the information is presented.

For Roth, the process of inference is due to the presence of in built unconscious assumptions in the process of perception. These unconscious assumptions are based on previous experience or knowledge of a person or the viewer. These unconscious assumptions in cognitive psychology are known as schema. These assumptions serve as evidence that what humans experience (i.e. humans don't change in size when they move around), and what is presented to the sense of vision (changing human size) are not identical.

This view has been challenged in later years by psychologists such as James Gibson (1966), who argued that the information in retinal images is complex and carries a vast amount of data, enabling perception to reach a conclusion without the presence of unconscious assumptions. So in our context a 'displayed image' when it is to be interpreted, the brain will automatically recall other familiar images, or actions related to the components of a 'displayed image'. Thus, certain actions of the person exposed to the 'displayed image' may be expected and predicted. In addition, Gibson's work: *The theory of affordances* (1977) introduced the term "affordance" to describe the possibilities of actions which a person (actor) is likely to take when presented with a stimulus. These actions were considered objectively measurable and related to and dependent on the capabilities of the actor. The concept of affordance was adopted in 1988 in the field of human machine interaction and design by Donald Norman, professor of cognitive science and usability of design at Northwestern University, who postulated that the interpretation of a visual image is not only subject to the abilities of the actor but also to their personal goals, plans, values, beliefs and past experience.

In addition, individuals are responsible for the selective exposure of and selective attention to stimuli, and therefore make selective interpretations. Selective exposure and attention can be exhibited when intentionally people do not pay attention to stimuli that are unimportant to them at that particular time. A shopper will not notice all the products on a shopping trip. However, the same shopper on different shopping trips will notice different products. Therefore, the intention or personal interest of the person exposed to a 'displayed image' will also influence the perception of this 'displayed image'.

The relevance of all these different theories and movements of cognitive psychology to this thesis is that perception and therefore Corporate Identity are influenced by many factors which are variable to the person exposed to a 'displayed image'. Some of these factors are the personality, memory, knowledge, experience, mood, goals, intentions or values of a person, as well as the context in which a 'displayed image' exists. It should be noted here that these are only some of the variables that might influence an organisation's Corporate Identity. Understanding Corporate Identity as a perceptual outcome influenced by the functions of perception and inference suggests that the formation of 'perceived images' is guided by some known and studied rules. Therefore the control of Corporate Identity should incorporate these rules into the creation processes of corporate 'displayed images'.

If however, somebody wished to influence an existing Corporate Identity by tuning its 'displayed images', these variables need to be considered and researched. For example, if a financial establishment considers changing some aspects of the interior of its branches and market research is commissioned, the selected interviewees need to be experienced users of the specific interiors. In addition the mood, educational status, cultural background, of the interviewees alongside the purpose of their visit to the branch and its outcome should be taken into consideration when answers are analysed by market researchers. For the interviewee, might have paid a one off visit, or that at that particular moment was annoyed with the received service. Such answers upon analysis might generate an inadequate input for design operations but an appropriate one for customer services.

Organisations cannot predict in isolation how their 'displayed images' will be perceived hence decision making on the selection of their perspective 'displayed images' should be based on projections of how certain clusters of people should perceive these.

7.4.3 How do people associate to become a Corporate Identity audience?

Human inference is not determined by one thing or another. There is a constant interplay of cognitive and social factors. Inference can be influenced by various events experienced in life such as the area one grew up, attending a certain school, talking to different people, reading particular books, etc., and it is also driven by wealth and social status (Pierce, 1991).

This understanding makes possible the idea that the previously organisation's heterogenous audience can be divided into smaller homogenous clusters of audience with the same tendencies of having similar needs, forming similar perceptions, reaching similar inferences and exhibiting similar consumer behaviours responding in similar ways in market stimulus. In marketing this categorisation of audiences is commonly known as Market Segmentation.

There are three acknowledged steps in the strategy for effective marketing, these according to Hanna and Wozniak (2001) are:

- Market Segmentation
- Market Targeting
- Organisation Positioning

Whilst the stages of Market Targeting and Organisation Positioning are associated in literature with Corporate Identity, the study of Market Segmentation is hardly referred to and was found to be limited to the discipline of marketing.

This was surprising because by grouping together people with similar tendencies in forming perceptions we can study their behaviours and retrospectively we can be in a better position in forming better insights on how prospective organisational ‘displayed images’ may be perceived. In this thesis context greater control of organisational ‘displayed images’ is translated into greater control of organisational ‘perceived images’ therefore greater control of Corporate Identity. Arguably, market segmentation can also assist the creators of ‘displayed images’ to understand better the needs of these clusters of people and fulfil these with their work outcomes (displayed images).

The stage of market segmentation as it relates specifically to marketing is explained in Appendix 7.2.

The stages of market segmentation, market targeting and organisation positioning are briefly explained in the following sections and recommendations of how these activities can be applied and influence the better control of Corporate Identity operations are presented.

7.4.3.1 Applying market segmentation in Corporate Identity operations

Corporate Identity literature refers to customers, stakeholders, opinion formers, internal employees, etc., all of whom communicate and influence each other. But Corporate Identity study does not extend to an examination of the needs of these clusters. In addition, Corporate Identity related case studies rarely refer to which market segment was targeted and what methods were used to identify and to address its needs.

So are market segmentation variables developed for marketing purposes effective and appropriate in relation to the holistic management of Corporate Identity?

In the light of understanding Corporate Identity as the collective consensus of perceptions of people over time, about an organisation it would be logical to assume that its effective control should be a bottom-up process with the needs of the audience being a priority in this procedure.

It was therefore surprising to find that Corporate Identity practitioners and scholars have not devoted time to investigate the issue of how organisations can best segment their audiences in relation to Corporate Identity operations.

During this research study, this researcher has participated on a market research panel for various on line market research organisations answering numerous market research questionnaires. A very brief examination of the types of questions asked in this publicly available data indicated that the researched and therefore stored data were mostly related to shopping and entertainment preferences alongside the specific buying preference of products, opinions about the launch of future products and ranking of organisations. This researcher was able to observe, that the collected data were not directly transferable to the operation of the organisation as a whole – or to other disciplines, such as product, interior, engineering design, personnel training, public relations etc. Whilst the examined market research questions could retrieve some data about shopping habits, there were no relevant questions to identify the preferred personal style, aesthetic needs, colour preferences, textures or expectations on the ways an organisation should operate.

The Field Examples presented in Appendix 1.0, by contrast, contained Corporate Identity associated material rich in personal expectations and needs. Re-examining the Field Examples to identify some common audience needs and expectations, the following points could be isolated.

1. Need to satisfy personal notional aspirations

This need is understood to begin with the realisation of an uneasiness with the current situation. This realisation as seen in consumer behaviour is the determining factor for choosing where somebody can get the help to achieve their potential (Blackwell, Miniard and Engel, 2001). In the context of Corporate Identity the same can be applied consumers will need to select an organisation.

2. Need for an organisation to comply with the personal opinion of corporate status

This need is a by-product of the expectation that a good match between personal opinion and practice of organisations is achieved. That means that the ‘displayed images’ of the current practices of organisations should trigger ‘perceived images’ which match with personal aspirations.

3. Need to conduct the established routine operations satisfactorily

This need springs from the expectation that an organisation will have efficient operational practices and well trained staff to accomplish these practices.

4. Need for objective, accurate, clear, personal advice and practice to be fulfilled

This need springs from the expectation that information will be transmitted in ways that are understood, are non misleading and delivered in efficient, trusted and secure means.

5. Need for the changing needs and circumstances of society and individuals to be addressed efficiently

This need springs from the understanding that with time people's knowledge of the organisation improves and more competitors enter the market and offer alternatives.

It is acknowledged that this list covers a fairly small part of audience needs related to Corporate Identity; more focused specialised research is needed on the subject. This is because if Corporate Identity needs to be influenced following the identification of the expectations of people from a particular organisation, then the existing 'displayed images' of an organisation in the form of outputs of different disciplines need to be assessed against the identified needs of their audiences.

Figure 7.4.3.1 Exh1 depicts an initial juxtaposition of the identified needs alongside some of the 'displayed images' of an organisation that may be involved in fulfilling them.

Need to satisfy personal notional aspirations			
Product limitations Environment Behaviour Operations	Service Geographic Coverage Flexibility Communication	Training of staff Transportation Despatch Press coverage	Expenditure Performance Positioning Product semantics
Need for an organisation to comply with personal opinion of corporate status			
Origins Aims and objectives Reputation Operations	Sponsorships Affiliations Communications Presence	Aesthetics Behaviour Environments Products	Services Ethos Culture Subcontractors.....
Need to contact satisfactorily the established routine operations			
Investments Problem response Borrowing Services	Insurance Saving Security Financing	Trust Operations in branch E-commerce Environments	Terms & Conditions Performance Behaviour & Training Shareholders
Need for objective, accurate, clear, personal advice and practice to be fulfilled			
Consultation Information channel Type of language	Verbal communication Non verbal Communication	Body language Behaviour Working environment	Adequate conditions Accessibility E-commerce
Need for the changing needs and circumstances of society and individuals to be addressed efficiently			
Problem response Trust Safety Competition	Accessibility Stability Assurance Time management	Reassurance Products Services Rapport	Competition Adaptive in future Trends & Innovation Costs
Need for.....			
.....

Fig 7.4.3.1 Exh1 Table associating the Corporate Identity relevant identified needs of an audience, with the outputs of the organisation as a whole, seen in this thesis as 'displayed images' (Miggou,2005)

With all its limitations, Fig 7.4.3.1 Exh1 shows that when the needs and expectations of an audience towards an organisation as a whole are researched and identified, the ‘displayed images’ that may contribute to the realisation of a need can be identified and tuned appropriately.

This figure might also serve as a tool assisting the identification, at an early stage of the disciplines or operational teams that should be involved, briefed, and otherwise co-ordinated so that the specific needs of a segment can be accommodated in an holistic and efficient manner. A comparison of the needs that organisations are expected to fulfil with the processes that should be involved can lead to the identification of appropriate, concrete and targeted criteria for Corporate Identity briefing procedures – an area also neglected by the researchers and practitioners of Corporate Identity. In design, knowledge and understanding of these needs is considered to be very important in guiding objective decision making and minimising the biases introduced to the creative process by the designer. The same is applicable to other operations.

The control of Corporate Identity operations can also be positively influenced if market segmentation is studied in the context of the specific disciplines involved in Corporate Identity operations. For example, according to Gunter and Furnham (1992) the most important problem in market segmentation is the interpretation of assimilated data and their incorporation into guidelines for the design and execution of appropriate marketing strategies. Arguably the same problem might inhibit the effective operations of design, PR, personnel training, etc all of which were seen to contribute with their outcomes to the continuum of Corporate Identity. Gunter and Furnham (1992) add a possible solution: carry out data interpretation jointly by the researchers and the users of these data, thus combining the researcher’s statistical knowledge and the user’s knowledge of the product or service.

Whilst Gunter and Furnham (1992) believe that no rules for successful interpretation can be provided, some general conclusions can be extracted from unsuccessful interpretations of data. These general recommendations are the following:

- All the relevant users of segmentation data should be involved in their interpretation e.g. product managers, developers of new products, advertising agency personnel, etc.
- Segmentation data should be viewed as a consistent input to a total marketing information system which needs to be combined with data sales and other relevant data
- Segmentation data should be used on a continuous basis as inputs in strategy generation and its evaluation

However, problems can also be encountered when market research is commissioned. In this researcher’s opinion problems in the effective operation of market segmentation might also be introduced at this stage where the type of the information to be researched is decided. Therefore

the questions asked and the issues researched should also be decided jointly by the users of the data (professionals working in different departments) and the researchers (working in the market research department of the organisation or an agency). It is considered that this practice will facilitate the effective and controlled targeting of audience's needs by collecting relevant and useable data in the first place.

7.4.3.2 Applying Market targeting in Corporate Identity Operations

The second stage of an effective marketing strategy is the decision of an organisation on which clusters of audience are important for its further development. At this stage the organisation distinguishes which market segment(s) to target. An organisation's decision on which segment of the market can feasibly be targeted, results from a feasibility study of its strengths, weaknesses, opportunities and threats, (SWOT analysis), in relation to its competitor's analysis and the current market trends (Hanna and Wozniak,2001). Gunter and Furnham (1992) proposed that market targeting can also assist in the development and production of appropriate products or services.

Market targeting around Corporate Identity can be more complex than in marketing since according to many authors Corporate Identity operations address various audience categories which tend to overlap (Martineau,1960; Duncan and Moriarty,1998; Andriopoulos and Gotsi,2001; Balmer,2001; Christensen and Askegaard,2001; Burghausen and Fan,2002). Despite this complexity, the technique of market targeting can also assist and influence, other Corporate Identity operations besides marketing. This view is based on the understanding that different 'displayed images' of an organisation will be appropriate for targeting different segments of the audience. In much the same way as different means of conveying information vary in their effectiveness (Furnham, Gunter and Green,1990).

Understanding and identification of the most effective 'displayed image' that can appropriately and most effectively reach the selected market segment(s) can assist in the development of more focused briefs, appropriate for all of the disciplines involved in Corporate Identity operations. For example, a car manufacturer with its products might choose to approach two different segments of people. One market segment that prefers luxurious cars and another segment that prefers more simple and economical versions.

Its advertising should be able to influence these two market segments but also be appropriate for a bigger audience such as employees, existing and potential customers, competitors, investors and opinion formers.

Its PR should be looking to target the needs of its personnel, dealers, contractors, opinion formers, investors, potential employees, existing customers, etc.

Its personnel training should target the needs of existing and potential customers and embed those in the training of its own staff.

Its retail shops should target its existing and potential customers and incorporate their style and status needs alongside the ergonomics, usability of the space and current trends. Design attributes should be chosen wisely to reflect the needs of all the targeted audience segments thus not alienating one or another.

Its service shops should target the existing customers and should seek to identify their information and service needs whilst keeping within the general style of the organisation.

And so on...

Examining the issue of corporate communications from a marketing point of view, and looking at how relationships can be built between a brand and audience, Duncan and Moriarty (1998:) have said that:

“The key to managing the point of perception is to deliver and receive messages on a platform of strategic consistency. That does not mean all messages say the same thing. Strategic consistency means the messages are appropriate for their audiences; however, there is consistency in the way corporate values are presented, how products perform, and how the brand is identified and positioned. As brand messages are decoded — assuming they are not inconsistent — they are transformed into the stakeholder perceptions that are the building blocks of brand relationships”.

In marketing, Benson Shapiro¹⁸² (1985:29,*italics added*) defined continuity as “a logical and useful fit between two or more (*of its*) elements.” In the view of Shapiro it would seem completely inconsistent to sell a high quality product via a low quality retailer.

Both views presented here, are important in the context of Corporate Identity control. The concept of continuity and consistency between ‘displayed images’ is desirable since it assists in an organised and systematic positive reinforcement of existing ‘perceived images’. With coordinated ‘displayed images’ that target specific market segments, organisations increase their chances of becoming a priority in the purchase decision making.

On a practical level the importance of market targeting was suggested by Kotter and Heskett (1992) who produced research evidence indicating that organisations which have concentrated and focused on the interests of customers, employees and stockholders outperformed other organisations which have targeted only one or two of these categories.

Operational contingency and interrelation between ‘displayed images’ is also important. These terms are used to describe the situation where changes in one ‘displayed image’ need to be assessed against the changes they will incur in another ‘displayed image’. For example: hot

¹⁸² Professor of business administration at Harvard Businesses school

desk assistance in a bank will influence not only the design of software, hardware, equipment, and environment but also the training and behaviour of its personnel. Or an organisation can not advertise its excellence in the service provision whilst mostly operates with short term sessional employees.

It is argued that in the context of Corporate Identity control, failure to achieve continuity, compatibility and contingency between ‘displayed images’ makes for errors

Having conceptualised Corporate Identity or its current vogue term brand as the sum of the ‘perceived images’ of an organisation and taking into consideration that Corporate Identity audiences incline to overlap, it is essential that all the ‘displayed images’, produced by the organisation as a whole, should be checked whether their triggered ‘perceived images’ offer:

- Continuity between audiences
- Compatibility with the needs and expectations of primary market segments, opinion formers and society at large
- Operational contingency and interrelation between images – or audiences

7.4.3.3 Applying Organisation’s Positioning in Corporate Identity operations

According to Hanna and Wozniak (2001) the final stage of an effective marketing strategy is that of positioning. The ultimate goal of positioning, in the view of Ries and Trout (1981) is to achieve a unique selling proposition for a brand, for example Volvo being perceived number one in car safety. Positioning as seen in Ch4 is the only stage of marketing strategy that literature directly connects with Corporate Identity, albeit that relation is mostly unexplained. Corporate Identity literature written from a design point of view deals with the creation of the designed ‘displayed image’. Authors generally don’t go into the detail of how positioning is achieved. However the relationship between the two can be detected when two publications of the authors who introduced the term are examined. The term of positioning was first introduced in published literature in 1969 by Jack Trout¹⁸³. He proposed that a typical person is overwhelmed with unwanted advertising, and will therefore discard all information that does not immediately find a comfortable (and empty) slot in his or her mind. We have just seen in this thesis that such a reaction is indeed a natural tendency of the function of perception.

The concept of positioning was expanded upon by Ries and Trout (1981) and defined as an organised system for finding an available window in the mind. This explanation has lead to the

¹⁸³ In the paper ‘*Positioning is a game people play in today’s me-too market place*’.

understanding that effective communication can only take place at the right time and under the right circumstances.

In the light of this thesis' conceptualisation of Corporate Identity as the sum of 'perceived images' in the collective minds of an audience, the relationship between Corporate Identity and Positioning becomes evident. Positioning is an organised technique through which Corporate Identity can be influenced and adjusted when compared with the Corporate Identity of another organisation, rather than Corporate Identity to be a means by which positioning is achieved. Arguably, this explanation makes more logical sense, than when Corporate Identity was understood to be the graphic design manifestation of an organisation.

This stage consists of the construction of an "image" for the brand of the organisation or its product that differentiates the organisation from its competition in appropriate ways to the targeted market segment(s) (Hanna and Wozniak, 2001). As seen, Corporate Identity programmes have been depicted by authors as a means to inspire image and to reposition an organisation. It is interesting however, that in general text books in marketing (Hanna and Wozniak, 2001) Corporate Identity is seldom referred to. Such texts tend to concentrate on product or brand positioning, and to use the term image rather than Corporate Identity. The following quote of Hanna and Wozniak (2001:88) helps to illustrate this point.

"a product's position refers to the manner in which it is perceived by consumers, as compared to competitors' products and other products marketed by the same firm. This mental image that consumers hold of a particular product, service, brand or store constitutes a significant factor in determining how it will fare in the market place".

If Corporate Identity is understood as the sum of the 'perceived images' held in the mind of audiences about an organisation, then its positioning will be determined by how its operations as outcomes (displayed images) score when compared with that of its competitors.

It is suggested that inclusion of marketing knowledge on positioning into Corporate Identity operations creates more possibilities for an effective control in the creation of 'displayed images'. In the context of Corporate Identity control as a whole, the criterion of positioning needs to be incorporated systematically in the processes of all the operations responsible for the creation of the various 'displayed images' of an organisation. Let's see now how:-

Marketing techniques used at the stage of Positioning.

Marketers can achieve the desired mental images on the part of consumers by planning and implementing appropriate positioning strategies. The first step in the stage of positioning is to determine the current image of the organisation.

A useful technique to achieve this task is known as perceptual mapping, in which people need to evaluate a particular brand or product and its competition in relation to two predetermined by the marketers parameters. Marketers working on positioning need to select dimensions or

image attributes that are meaningful¹⁸⁴ to consumers. In addition, any selected attributes should be chosen based on whether they match the following criteria: Desirability, Uniqueness, Visibility and Affordability (Hanna and Wozniak,2001). For example, the brand of a pain killer can be evaluated against its effectiveness to ‘relief pain’ and its ‘gentleness to the stomach’. The next step is to calculate the responses and depicted them in a cross like co-ordinated axis. An example of the perceptual mapping technique is presented in Fig 7.4.3.3 Exh1.

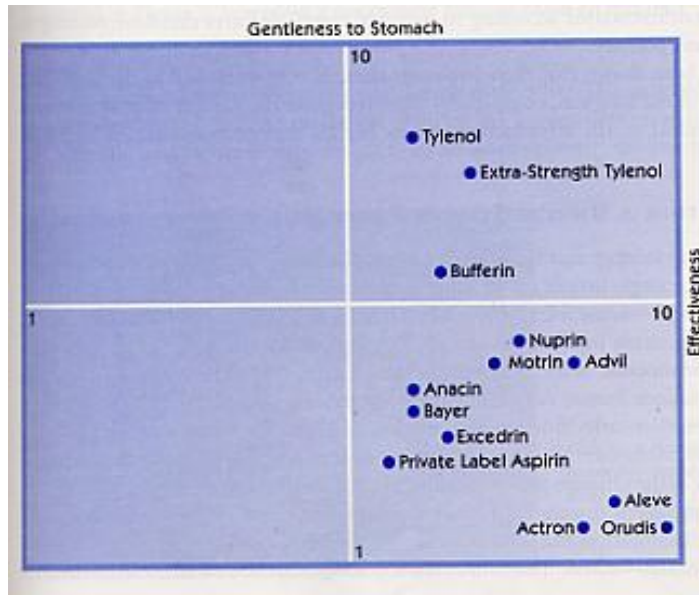


Fig 7.4.3.3 Exh1 An example of a two dimensional perceptual map- effectiveness versus gentleness of pain relievers. Source of figure Hanna and Wozniak (2001:89)

The distance between any two brands is then viewed as “an operational measure of the disparity between their images” (Hanna and Wozniak,2001:89). For the two authors, consumers form hierarchies in their minds of the brands they know in relation to their attributes. These hierarchies are known as the product ladder.

The tactic used by marketers in positioning and differentiation is to promote the following attributes of products or brands: Features and Benefits, – Quality – Design – Service – and Image.

In the context of Corporate Identity operations, the concept of positioning alongside its facilitative tools can be applied towards a more systematic control of operations. For example, perceptual mapping can be used for the evaluation of all the prospective ‘displayed images’ of an organisation.

¹⁸⁴ A failing attempt of marketers working in the positioning of Nexxus shampoo is quoted by Hanna and Wozniak (2001:90). In this example, the attribute to be promoted as unique was chosen to be its ability to make white, silver, grey hair to look at its best. However, few of the consumers accept that they are old and that they have grey hair. “Age denial worked as a deterrent to brand acceptance”.

This example illustrates how applied and tested techniques that are reported in literature to belong only to marketing may be transferable to the control of Corporate Identity.

7.4.3.4 Market Segmentation in the discipline of Design

The previous sections looked at how market segmentation is used in marketing operations. However, this technique is also applied to the operation of other disciplines, such as design (Hanna and Wozniak, 2001). Design often needs to be adjusted to suit the needs and preferences of people in different countries. Retail stores are also familiar with the fact that the design of their stores does not appeal to all market segments therefore, some retailers design their stores to appeal to affluent consumers, hiring highly trained staff and employing full service policies. Other retailers might consciously choose to appeal to less affluent consumers by employing staff at low cost and carry out very minimal training, or by opting for the self-service option. Alongside this generic understanding of how the concept of market segmentation is applied to design, the scholars of design have developed their own specific techniques to best accommodate the needs of their targeted markets. One of these techniques is grounded in the study and theory of anthropometry.

Products and environments are designed to be used by people. Anthropometry studies human body measurements of children, men, women, of different nationalities, age, in order to assist designers to produce products that work and can be used ergonomically from people.

The study and recording of users' needs and requirements around product, service or spatial design belongs, in part, to the well established and researched discipline of ergonomics. This is a discipline that according to Davis (2007), an ergonomist and industrial designer responsible for the successful development of Brooklands Refrigerated Case for M&S, and the Club World Seat for British Airways, (Appendix 7.3), is also known as human engineering, human factors engineering, user-centred design, interaction design and, sometimes, inclusive design.

The term Ergonomics derives from the Greek words *ergo*: meaning work or achievement and *nomos*, which means law, so ergonomics is the study of the laws of work. "Ergonomics is about enduring a good fit between people, the things they do, the objects they use and the environments in which they work, travel and play" (Davis, 2007). Therefore, ergonomics studies these phenomena and aims to ensure the best possible fit between and people and their needs. However it would not be cost effective to fulfil all the needs of all the people because there are considerable variations between them.

Therefore, it is generally acknowledged that designers, unless working on specific projects, to accommodate the needs of different segments of people known as percentiles. The

mathematical concept of percentile is a way of segmenting the market into smaller clusters with similar needs. These percentiles, can be understood as market segments which can all be measured. Their study is subject to the laws of Gaussian distribution curve, or otherwise known as a normal distribution of ‘bell-shaped’ curve.

In a normal distribution, 68% of the people (sample) are within a standard deviation of either side of the mean, 95% are within two standard deviations and 99% are within three standard deviations (*Anthropometry and Workspace Design by Hedge,2007*).

This knowledge exists and is included in all teaching and training material in various levels of education. The illustration below was found on an Internet site addressing school students.

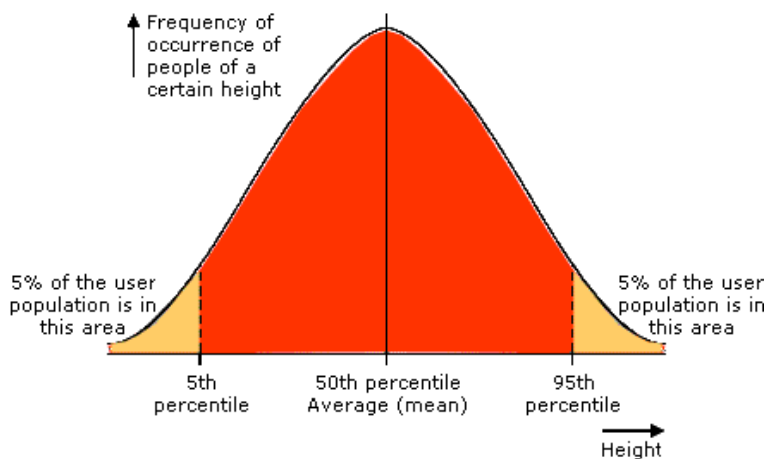


Fig 7.4.3.4 Exh1 Guassian distribution, depicting the percentile curve of the market segments that designers usually design for. Source of figure:
<http://www.ergonomics4schools.com/lzone/anthropometry.htm>

Percentiles are used in anthropometric tables to indicate whether the measurement given in the tables relates to the average person, or someone who is above or below average in a certain dimension. Figure 7.4.3.4 Exh1 illustrates the dimension of height measured against the number of people in a user population. People with common average height will be near the centre of the distribution curve and in statistics it is called the mean. In the context of design, and anthropometrics or ergonomics it is called the “fiftieth percentile”, often written as “50th %ile”. The few people that are noticeable shorter (to the left of the average) or taller (to the right of the average) are illustrated in either side of the curve. Designers, unless working on specific projects¹⁸⁵, are generally said to design for a segment of market between 5th and 95th %iles in order to avoid significant costs that occur by unnecessary extension of the percentiles (Hedge,2007).

¹⁸⁵ Such as products to accommodate the needs of people with special needs and requirements for example taller, shorter, fatter, pregnant women, wheelchair users, old people, etc.

The relationship between ergonomics and Corporate Identity

Studying the particular ergonomic needs of people is a means of market segmentation. The differing needs of different segments, might be linked and be practical manifestations of Corporate Identity. Therefore, it may be assumed that the discipline of Corporate Identity could benefit from inputs of ergonomics, or at least from design operations which are informed by the discipline of Ergonomics. According to Davis (2007) failure of any product, service, system or environment to include ergonomics in its development will lead to ineffective, inefficient, or unsafe designs which will be commercially unsuccessful. In the context of this study such designs will also be perceived as corporate failures and will be perceived negatively by people, thus influencing negatively the Corporate Identity of the organisation. For example a failure to operate the ticket vending machines adequately in London Underground, having to queue for a long time at a ticket office, etc, will all affect the perception of London Underground's Corporate Identity.

An indirect association of ergonomics with the concept of Corporate Identity can be observed in the advertising practice of some organisations. They emphasise the incorporation of ergonomics in their design practices in order to influence positively their Corporate Identity.

For example Herman Miller, a very large multinational manufacturer of office furniture, communicates saying that its products are designed to accommodate bigger market segments than the 5th to 95th percentiles of a mixed population group.

That, according to Pheasant (1986) will exclude 5% of users in each anthropometric constraint and in the case of office furniture this percentage will exclude a considerable number of users. For this reason Herman Miller decided to produce the *Aeron* chair that comes in three sizes, to accommodate the needs of a bigger market segment (Stumpf, Chadwick and Dowell, 2002). The three sizes of the Aeron chair A, B, C are covering the needs of different market segments is illustrated in Figure 7.4.3.4 Exh2.

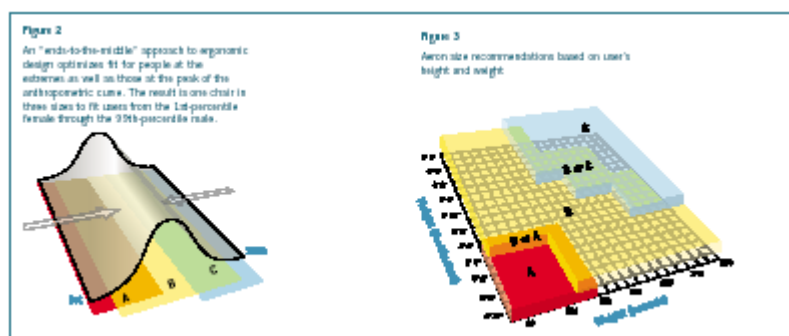


Fig 7.4.3.4 Exh2

The three sizes of the HermanMiller Aeron chair and the market segments (percentiles) it is designed to cover. Source of Figure: http://www.hmhome.com/hm/content/research_summaries/wp_Anthropometrics.pdf

It is evident that designers in their training and professional experience use and are aware of issues examined by the discipline of ergonomics, applied ergonomics or its more recent successor that of ‘usability studies’.¹⁸⁶ It was also seen that design is one of the operational disciplines of Corporate Identity operations, therefore the incorporation of disciplines examining issues regarding the physiological and psychological factors affecting the use of a product, service, or environment into Corporate Identity operations could contribute to its effective control.

According to Davis (2007) there are three generic categories of ergonomics: Physical, Psychological and Organisational. These strands of ergonomics are briefly explained in the section that follows.

Physical Ergonomics.

These are concerned with anatomical and anthropometric data that influence the design of controls, displays, working postures, workspace layout, lighting, health and safety standards. Corporate Identity specialised published material make superficial reference to how Corporate Identity Design is informed by ergonomics, and the majority of this material is restricted into two or three lines like this colour was chosen because.....or the logo had to be visible from a distance, etc. However, organisations like Herman Miller in practice communicate the appropriate use of ergonomics in their operations to their prospective customers and this communicated material also contributes to the creation of various perceptions which might differentiate Herman Miller and its competitors in the minds of its audience. Thus to contribute in its positioning in the market and influence its Corporate Identity.

Psychological Ergonomics

These are concerned with mental processes such as perception, memory, reasoning, emotion, covering topics such as mental workload, cognition, decision making, human computer interaction, human reliability, machine reliability, training, cultural differences, pleasure, etc. It could be argued that these psychological factors can affect the way a product, a service or an environment is used and how an organisation is perceived. Failure to incorporate psychological ergonomics in the design of products, services, websites and environments can potentially create different ‘perceived images’ than planned from the organisation, thus influencing in unplanned manner the continuum of Corporate Identity. In the more recent example of

¹⁸⁶ According to ISO 9241-11 (1998) *Guidance on Usability* issued by the International Organization for Standardization, usability is: “The extent to which a product can be used by specified users to achieve specified goals with effectiveness, efficiency and satisfaction in a specified context of use”.

Heathrow terminal 5, clearly the human - computer interaction has been ignored with evident negative influence on the identities of BA and BAA. Incorporation of psychological ergonomics is hardly mentioned in Corporate Identity literature.

Organisational Ergonomics

These include the design of organisational policies, strategies, work design, community ergonomics, organisational culture, quality management, etc. All these operations were seen in the previous chapters to contribute with their outcomes to Corporate Identity operations, so knowledge and inclusion of these market needs, studied by organisational ergonomics, in Corporate Identity Operations should assist to optimise operations and minimise mistakes.

Davis (2007) also argues that ergonomists besides the fact that are trained in research techniques are also able to infuse a deep knowledge of user needs into the design process. Collaboration of ergonomists and designers will therefore benefit commercial and public services organisations by assisting in a variety of ways. Here it is argued that such collaboration will also benefit Corporate Identity operations by:

1. Identifying tacit and latent user needs to encourage innovative solutions. Innovative solutions were seen to contribute to Corporate Identity e.g iPod, iPhone and iPad by Apple.
2. Keeping the needs of the user in focus throughout the whole design process to avoid unwanted expenditure and to reduce product risk. Consumer behaviour theory is based on the ways consumers seek to fulfil their needs and Corporate Identity is essential in consumer decision making.
3. Complying with Health and Safety at Work act 1995, ensuring that design solutions minimise the hazards in the work environment. This will enhance organisation's reputation and minimise unfavourable criticism i.e. launch of London 2012 Olympics brand, Exxon Valdez and BP oil spills.
4. Assisting organisations to fulfil the needs of all population age groups in view of the increasing numbers of older people. This will assist organisations to rethink their products, services and tune their prospective 'displayed images'.
5. Ensuring compliance with legal requirements, and standards since legislation usually uses data from ergonomic studies. This will prevent harmful to Corporate Identity incidents such as the allergic eczema caused by the mould treatment of leather sofas.
6. Improving operational safety and efficiency in the ways organisations operate by applying their knowledge of Ergonomics or Human Factors research.

7. Applying currently developing methods and approaches that can help identify which product or organisation's attributes can deliver positive feelings of pleasure in use, something that exceeds the traditional requirements for usability and safety.
8. Identifying future social and lifestyle trends and assisting in creating suitable brand images that will be favoured by people on a longer-term basis.

Although, some needs of people cannot be easily measured, such as aesthetics, fashion, price preferences etc their trends can be predicted or forecasted albeit with difficulty, based on previous buying behaviours of people and examination of wider issues and factors (Woudhuysen,2005).

By incorporating these trends in practice, organisations can accommodate some of the physical and cultural needs of some segments of the market. However, literature is not clear on the ways in which forecast trends can be best associated with particular market segments and thus assist organisations to target the needs of their chosen market segments better via the creation of appropriate 'displayed images'.

The conceptualisation of Corporate Identity as a summative accumulation of the perceptions of different market segments certainly breaks away from compartmentalised views, which portray it simply as a responsibility linked to departments of marketing, design, human resources, etc. That said, each of these disciplines has its own established, tried and tested methodologies, even if few of these have been mentioned in this discourse. Therefore in this researcher's opinion, the inclusion of such established methods in the control of Corporate Identity is important.

7.4.3.5 Consumer behaviour and its relationship to Corporate Identity

So far we have seen that organisations should seek to understand better people's needs, whether cognitive, physical or social and incorporate these into the creation of their corporate 'displayed images'. Corporate Identity literature is also short on information on how audience consumer needs are best incorporated into Corporate Identity operations.

Consumer behaviour brings together principles of psychology, sociology and anthropology, in an economics environment. Consumer behaviour studies the psychology of the activities directly involved in selecting, obtaining, consuming and disposing of products and services. Interestingly, enough consumer behaviour has been studied separately from Corporate Identity.

The process model proposed by Blackwell, Miniard and Engel (2001) presented in Fig 7.4.3.5 Exh1 illustrates the behaviour of consumers when they purchase a product or a service.

Arguably this model helps in the segmentation of audience into smaller clusters with common

characteristics. It consists of four generic stages, each of which consists of various complicated stages or processes; and these stages are proposed here to be relevant to Corporate Identity. The four generic stages of the model of Blackwell, et al. (2001) as understood by this researcher are the following.

- Information input
- Information processing
- Decision process
- Update of stored information to become a new information input for future decision making

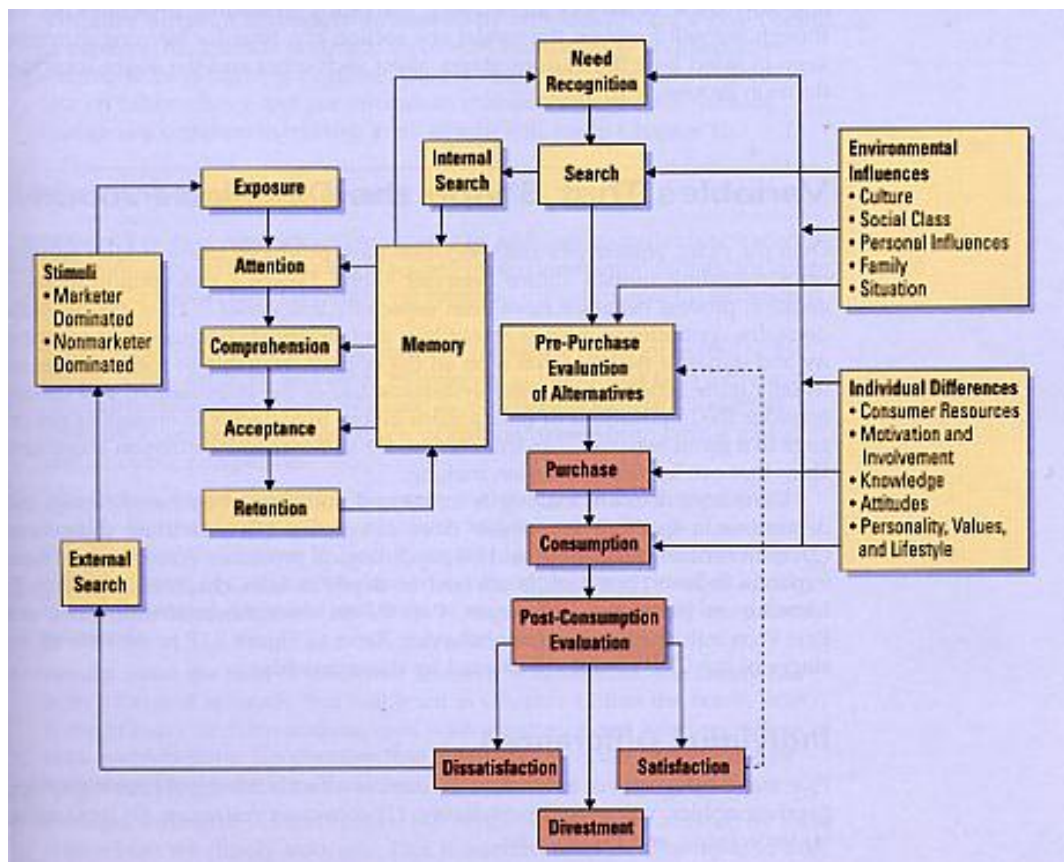


Fig 7.4.3.5 Exh1 The consumer decision model as proposed by Blackwell, Miniard and Engel, (2001:83).

The model of Blackwell, et al. starts, (from left to right), with the presence of various stimuli presented by the organisation which may or may not be result of marketing operations. These stimuli can be transferred to the public by the public media or individual communication channels. As seen the data of the stimuli upon receipt are processed – perceived following the stages of Exposure – Attention – Comprehension – Acceptance – Retention prior to their storage in Memory.

In the context of Corporate Identity, as we have seen so far, an organisation's 'displayed image', for example an advert, is processed via the stages of perception into a 'perceived image' which then is stored into the memory. In the same way, other 'displayed images' of the same organisation when processed create various 'perceived images', which are added to the memory.

Returning to the model, the processed information remains in the memory until the brain needs it to interpret another stimulus. The same can be theorised for a 'perceived image': it is stored in the memory and when an alternative 'displayed image' of the same organisation is presented to perception, the stored 'perceived image' is drawn from the memory and if it matches with the new 'perceived image' the new 'displayed image' is recognised or identified. It should be noted that the 'perceived image' is not identical to the 'displayed image' because as seen in the previous section is coloured by the variables of the individual.

These 'perceived images' are stored in memory and are continually updated when an additional and relevant 'displayed image' of an organisation is presented to the senses. This can happen when the brain is presented with both consciously and unconsciously received stimuli, and evidence suggests that learning takes place (Greewald,1992). Therefore 'perceived images' are updated continuously, when for example looking at an advert, or when taking a leisurely walk in the High Street.

The stored 'perceived images' will be consciously recalled only when needed. In the model of Blackwell, et al. (2001) this opportunity arises when a person identifies a need to purchase a service or a product (read model top to bottom). This view also agrees with the theory of problem solving (Forrester,2000) – a process which begins with the recognition of a need. According to Blackwell, et al. (2001) there are three determinants that can influence the recognition of a need. These are:

1. Information stored in memory
2. Individual differences
3. Environmental influences

Arguably, advertising, communication, interiors, can create a specific need in the minds of people, and such processes can be included within what Blackwell, et al. call "environmental influences". So the processes seen to contribute with their outcomes in Corporate Identity, such as the creation of 'displayed images', are arguably important aspects that also can influence the creation resulting in the identification of a need.

When a need is established, the consumer in order to take an informed purchase decision needs to carry out a search of the options available, to fulfil this need. Therefore needs to compare and contrast the alternative products or services that are on offer. In this thesis context, this can

be achieved by examining the 'perceived images' about the organisation that offers the product or service stored in their memory in relation to the 'perceived images' of another organisation/product. In the case in which the information stored is not adequate to make an informed decision further additional and related external information search in the 'perceived images' of other people will be required.

The relevance of this processes to Corporate Identity is that, by receiving and processing information related to an organisation's 'displayed images', people influence not only their own purchase decision making but that of others via word of mouth, peer influence, culture, press coverage, etc. Having conceptualised Corporate Identity as the sum of perceived images, it becomes clearer and justifies the importance of Corporate Identity in consumer behaviour. As seen previously, the majority of the Corporate Identity authors have postulated that one of the things that a strong Corporate Identity can achieve for an organisation is to encourage and maximise sales. However, as identified previously these statements are mostly unsubstantiated and unexplained. The theory of consumer behaviour makes apparent how a strong Corporate Identity can influence the purchase decision sequence providing that one accepts the thesis explanation of Corporate Identity. Interestingly, the consumer decision-making model of Blackwell, et al. does not include Corporate Identity as such.

In the context of Corporate Identity, the outcomes of this search, (internal and external) will become a new 'displayed image' which when processed has the potential of updating positively or negatively the stored in the memory 'perceived images'. In the absence of already stored perceived images about an organisation a new file will open and will be waiting there to be updated when the opportunity comes available (Ries and Trout,1981; Hanna and Wozniak,2001).

The rest of the Blackwell, et al. model is self-explanatory; the potential consumer needs to evaluate the findings of the research against criteria of the purchase. The selection and identification of criteria is a separate process, however if these criteria have been identified by an organisation at an early stage, they can be incorporated into the processes of the creation of its 'displayed images'. This understanding can explain the limitation of Corporate Identity literature in the coverage of the information components associated with Corporate Identity, (Ch8), where authors do not refer how the appropriate criteria can be identified and incorporated into the briefing specification.

When the purchase decision is taken then the consumer needs to make three additional decisions, when to purchase, where to buy, and how to pay. Arguably, Corporate Identity, understood as the accumulating result of 'perceived images' of a retailer and its reputation will

influence the choice of the purchase place. For example some of the accumulated ‘perceived images’ for a retailer might be: they will not accept credit cards, the refund process is time consuming, the location is convenient, the staff is well informed to give advice, etc.

When the purchase has taken place, the decision can be evaluated by the use of the product or a service. This evaluation is critical in the influence of Corporate Identity for feelings, opinions, of satisfaction or dissatisfaction then become new stimuli (displayed images) for further processing by perception and the processed information is stored in the memory in the form of updated ‘perceived images’, for example the Braun alarm clock in General Field Examples (Appendix 1.0). Although here we examine the behaviour in the small scale of an individual looking to fulfil an identified need in the content of this chapter we saw that this behaviour is representative of a bigger cluster of people thus becoming relevant to the control of Corporate Identity operations.

7.5.0 OBSERVATIONS

Discussion 7.4.2 concentrated on the workings of human perception and certain suggestions and how these can be considered in the creation of individual prospective ‘displayed images’ improving their effectiveness to trigger controlled ‘perceived images’ were made.

Here, observations are extracted in relation to the holistic control of Corporate Identity operations. To this effect, particularly important is the tendency of perception to utilise information extracted from various stimuli forming ‘mental insights’ where various related information is brought together as a whole.

When Corporate Identity is understood as the outcome of the cognitive process of perceiving an organisation it means that the brain puts together, joins all the information extracted from a variety of organisational ‘displayed images’ stored as ‘perceived images’ in the form of previous memories, experiences, publicity, word of mouth, history, etc about an organisation into a whole insight. This holistic insight in our thesis’ understanding is Corporate Identity. This function of perception to perceive ‘wholes’ rather than isolated single ‘displayed images’ has an immediate effect on the control of Corporate Identity.

This tendency of perception explains why it is important that every process of an organisation should produce congruent outcomes; ‘displayed images’ and organisations should not concentrate and limit their efforts and investments on the control of one or another operation. Especially the theory of Gestalt reinforces the understanding that organisations need to manage holistically and systematically the coordination of their ‘displayed images’ so their arrangement, timing, configuration, is orchestrated and planned, rather than fragmented and uncontrolled. In

the view of this researcher this is the principle underlying the effective control of operations creating Corporate Identity.

Gestalt also emphasises that the whole is greater than the sum of its parts. In the context of Corporate Identity this means that Corporate Identity is greater than the sum of momentary snapshots of the organisation, created by single 'displayed images' but it is the sum of rich 'perceived images' that people hold about an organisation, which are coloured, enriched and completed by the individual's characteristics. Once more it is confirmed that the control of Corporate Identity should be informed by the views of the audience and cannot only be a top down process.

Whilst marketing is seen to incorporate in its processes the views of the audience other operations seem to perform based on the intuition of external advisors or the biased opinions of managers. This inhibits the effective control of operations as a whole. Separate 'displayed images' may be created by organisations with the function of perception in mind, nevertheless the Corporate Identity guardian should be aware that Corporate Identity as a cohesive whole is coloured by the individual's memories, tendencies, experiences, aspirations, needs, etc. so operations cannot be based solely on external advice.

Therefore the person responsible for overseeing Corporate Identity operations should have a plan which allows all related disciplines to be brought together to produce complementary 'displayed images' which in effect inspire desired, truthful and most of all congruent 'perceived images' at all times.

The phenomenon of constancy is also very important in the control of design operations related to Corporate Identity. Corporate Identity published material, written from design consultant's perspective, for example emphasises the importance of sameness of corporate interiors and a walk in the High Street of UK towns, cities or villages confirms this practice. Rationalisation and standardization is arguably cost effective, but is this uniformity of corporate retail interiors appropriate for application into every community or build space? Or can Corporate Identity guidelines be adapted, tuned in with the architectural and stylistic characteristics of towns and villages? Perceptual constancy provides an answer to this question. The functions of constancy and inference allow designers to fine tune corporate styles ('displayed images') to adapt to their bigger designed environments and fit with the character of each build area in ways that the organisation will be successfully recognised by people whilst buildings, towns and villages also retain their own architectural, cultural identities. To achieve this, designers need to identify the minimum features which signify¹⁸⁷ an organisation and incorporate these into the existing built

¹⁸⁷ That is to isolate the minimum characteristics required to make an organisation identifiable.

environment, rather than opting for full scale refurbishments and blind applications of prototypes which might clash with their built surroundings. Accordingly a corporate retail interior designed for London's Oxford Street Branch, will look out of place and perhaps a costly mistake if it was reproduced in the Isle of Wight or in Cotswolds.

Discussions 7.4.3-7.4.3.5, on how people associate to become a complex Corporate Identity audience, indicated that people in relation to Corporate Identity operations can be clustered into bigger groups with similar cultural characteristics, ideas, expectations, needs, aspirations, interests therefore they will present similarities in the ways their perceptions are formed. It is observed that single disciplines such as marketing, design and undoubtedly others, which were not included in the discussion of this thesis, over the years, have developed their own techniques on market segmentation and targeting. Whilst marketing is very good at targeting soft issues regarding the wants and needs of consumers, design concentrated on the practical, physical needs and only recently on softer issues examined by psychological and organisational ergonomics. It is suggested that cross-fertilisation between professionals working on Corporate Identity operations and specialists on customer behaviour, psychological ergonomics, market research analysis will improve the control of Corporate Identity operations. Inclusion of these specialised professionals in design, marketing, human resources teams could assist in the creation of outcomes – 'displayed images' – which will convey Corporate Identity guidelines in more successful ways to the people. This is because these professionals, due to their extended knowledge of market research and more important their knowledge on analysis and interpretation of data, can assist organisational teams to ask appropriate questions and interpret correspondent data into meaningful information. This information can then be directly applicable and tailored to the operational needs of various disciplines. This co-operation will be especially beneficial in design operations, which as the literature review and the Field study of this thesis indicated are based on managers', consultants' and designer's intuition, experience and subjective opinions.

An additional important observation drawn from these sections to assist the holistic and strategic control of 'displayed images' and as a result an organisation's Corporate Identity is the identification and categorisation of audiences' needs (Physical, Psychological and Organisational) and their correlation with their respective organisational 'displayed images'. Then organisations will be in position to identify which organisational team or combination of teams can fulfil each need. This practice will also assist the Corporate Identity guardian to organise and control operations in a more holistic and strategic manner.

Finally, it can also be observed that scholarly work on perception, market segmentation, analysis, targeting, positioning, consumer behaviour alongside ergonomics in their totality can support the Corporate Identity guardian in the application of the bipolar model of Corporate Identity proposed in this thesis (6.6.3 Exh1).

7.5.1 Corporate Identity and Corporate Image revisited.

The material of this chapter and especially the Gestalt Laws of perception contributed further in the elusive relationship of Corporate Identity and Corporate Image which has been addressed previously in Ch4 – discussing the ambiguity in their understanding and use in literature and in Ch5 – identifying their relationship through Semiotics. This section addresses how these two concepts can be explained in the practice of Corporate Identity operations.

In view of the ways perception operates Corporate Identity is created when the processed information from a ‘displayed image’ is filtered and interpreted by the observer’s knowledge of the world and the organisation. As such it varies according to the observer’s experience, knowledge, cultural and value systems. This processed information – ‘perceived image’ – is then stored in appropriate files in the human memory. The next time that the same observer is exposed to another ‘displayed image’ emanating from the same organisation, a new ‘perceived image’ will be formed. This newly ‘perceived image’ will be processed by the brain again comparing it with the previous stored ‘perceived image(s)’. Thus, the observer’s existing ‘perceived images’ of the organisation are updated, and identified as belonging to the same organisation.

The understanding of this researcher is that the Corporate Image of an organisation is that ‘perceived image’ that somebody holds for this organisation at a specific point in time, and is the result of his/her exposure to one or more ‘displayed images’ of an organisation. However, this ‘perceived image’ is only a part of the organisation’s Corporate Identity, for no single person is exposed to every ‘displayed image’ produced by the organisation in order to have complete knowledge of the organisation.

This explanation can justify why the Corporate Image of an organisation can fluctuate from time to time, why ‘perceived images’ are not set in stone and why an organisation has multiple Corporate Images. It also embraces the views of many authors who argue that Corporate Image is a mental construct and consists of the sum of perceptions about an organisation. Finally it also encompasses the cases where, because of a recent event – ‘displayed image’, – ‘the previous ‘perceived image’ has drastically changed. However, this change might be momentary in nature and without an influence in the overall Corporate Identity of the organisation.

One can claim that as a result of this process is aware of an organisation's identity but in reality this incomplete picture is not the identity of the organisation.

In this researcher's understanding Corporate Identity is the total sum of the constantly filtered processed, interpreted and updated 'perceived images' of an organisation that its separate audience segments have at a particular point in time.

If this total sum of 'perceived images' is in agreement with the current Corporate Identity of an organisation or the one desired for its audiences then it can be said that this organisation is in control of Corporate Identity operations.

In the case where the total sum of the 'perceived images' of its audiences is different from an organisation's aspirations then it is understood that there is a shift in the organisation's Corporate Identity continuum. If it is a negative shift, the cause of this – 'displayed image' needs to be identified and altered or rectified. If this 'displayed image' has caused a negative shift in the Corporate Identity continuum, additional operations could be employed which with their outcomes – 'displayed images' can rectify this issue

Although this researcher, due to her education and background in design should be in favour of the 'design school of thought' (Balmer,1995;1997; Christensen and Askegaard,2001), which equates Corporate Identity with the sum of the 'displayed images' produced by an organisation. Nevertheless, this thesis view is that design outcomes can only inspire in the minds of people aspects of an organisation's Corporate Identity.

7.5.2 How the thesis' understanding of Corporate Identity compares with the ways it has been understood by authorities in the field

The thesis' understanding of Corporate Identity embraces all three different schools of thought on Corporate Identity control as described by Van Riel and Balmer (1997:340-341):

- The graphic design paradigm
- The integrated communication paradigm
- The interdisciplinary paradigm

This is because it provides justification and the theoretical ground as to why all these fragmented paradigms have made valid contributions in the holistic control of Corporate Identity. In particular, the thesis understanding that everything an organisation does, says, sells in planned or not ways is a 'displayed image', which triggers in the minds of audiences various 'perceived images', the sum of which is the organisation's Corporate Identity embraces all the views of authors writing from all paradigms. For example the graphic design paradigm or the design school of thought suggests that design creates, expresses, conveys an organisation's

Identity. If we put aside the way Corporate Identity is defined by these authors, their published work is invaluable in organising the design operations and not the totality of Corporate Identity. The main difference is in the understanding of the concept – where the thesis suggests that Corporate Identity is the outcome of many operations including design; the design perspective defines Corporate Identity as the ways or the management of the ways in which organisations present themselves.

The thesis understanding also incorporates the views of the integrated communication paradigm which suggest that organisations should aim at integrating the processes with communication abilities because this communication creates and influences their Corporate Identity. The difference here is that the thesis takes a more holistic approach suggesting that every organisational outcome communicates and triggers various perceptions and it is not confined to the inclusion of few of the disciplines while leaving others out.

Finally the interdisciplinary paradigm supporting that many operations are responsible for the creation of Corporate Identity is the very premise of this thesis. However, this thesis provides an holistic understanding which emphasises and explains the contribution of all these disciplines, something that as seen previously, the majority of authors rarely attempt in their published work. This thesis drew the connection of Corporate Identity with the outcomes of every organisational operation conceptualised as ‘displayed images’ and gave an account of the process that these ‘displayed images’ trigger resulting in the creation of Corporate Identity. Thus it is believed that this thesis unites and fills the gaps between the fragmented Corporate Identity literature by providing a practical working understanding of Corporate Identity which does not contradict the writings of the authors under these three paradigms and clearly assigns responsibilities on every individual working in an organisation in the creation and sustainability their organisation’s Corporate Identity.

Let us now settle the dispute on whether Corporate Identity is the designed output or the perceived image of this output.

Our starting point is the work of the advocator of the design paradigm or design school of thought: – ‘Wally Olins who is considered to be an expert consultant in the field of Corporate Identity. Many well known international organisations figure in the portfolio¹⁸⁸ of his former consultancy Wolff Olins, which since 1965 has been the centre of key developments in Corporate Identity (Shaughnessy,2008), and is an extensively published author in the field of Corporate Identity. The overall published of Mr W. Olins portrays Corporate Identity as the

¹⁸⁸ In particular has executed projects for Bovis, BT, Renault, VW, Audi, National Westminster Bank, Lloyds TSB, Bovis, Halifax, Prudential, Orange, Odeon, London Olympic Games 2012.

totality of the way an organisation presents itself, placing particular emphasis on the work of his design consultancy. The use of the word 'totality' implies that an organisation may be presented to its audience in many ways besides design, these are understood in this thesis as 'displayed images'. Corporate Image throughout Olins' publications is defined as the totality of all the impressions that the company makes to all its audiences.

As we have seen, Margulies (1977) is considered by many authors to be the person that coined the term Corporate Identity. His definition presented Corporate Identity as the sum of the ways that a company chooses to 'identify' itself to all its publics (p:108). Clearly Olins explained Corporate Identity after Margulies' definition, but interpreted his brief article slightly differently, emphasising and equating Corporate Identity with the presentation of an organisation. The same interpretation was assigned to Margulies's definition in later years by Christensen and Askegaard (2001) as well as by Balmer and Greyser (2003) when reviewing Margulies published article: "*Make the most of your Corporate Identity*" where the term Corporate Identity was introduced. The original article of Margulies (Harvard Business Review, July/August, 1977) was examined by this researcher who concluded that there is no absolute congruence between Corporate Identity and the presentation of an organisation as these authors state. In this researcher's understanding Margulies seems to be more precise in the use of his chosen words when he defines, Corporate Identity as the sum of the ways a company chooses to identify itself, in other words identified as, or recognised as. No doubt graphic presentation can influence the way in which an organisation can be identified by its various audiences. However, graphic presentation is not the only way to do this, and certainly Margulies was not explicit about the other ways in which an organisation can be identified since his publication addressed the business community exploring growth prospects for his design consultancy.

So this researcher believes that the thesis explanation clarifies the ambiguities found in literature in relation to the definition of Corporate Identity which all seem to be the result of authors not making explicit that their explanations are appropriate for the disciplines they practise. This researcher believes that Margulies' definition intended to be interpreted by his associates and successors as Corporate Identity is not the sum of the 'displayed images' that an organisation presents; it is the sum of the ways the organisation wants to be identified as, – that is, the sum of the 'perceived images' the organisation wants to inspire to its publics. The thesis also presented additional definitions which support the thesis understanding as a mental construct.

The thesis understanding of Corporate Identity also embraces the widely accepted view of Dowling (1993) who argued that an organisation has multiple images, since different people hold different images of the same organisation. This is true in view of the ways perception

functions; and it is therefore logical that different people within the same or different audience category will have different experiences, stored memories and 'perceived images' for an organisation therefore, temporarily they will perceive the same 'displayed images' emanating from an organisation differently, thus forming a different view at a given point in time of 'perceived images' about the same organisation.

The replacement of the term Corporate Identity by the term brand in scholar writings and in professional practice also supports this thesis' argument that Corporate Identity is created in the minds of people who are exposed to various 'displayed images'. In literature there is no dispute that the concept of brand owes its importance in what it represents in the minds of people.

As stated before this researcher believes that the term identity is richer than the term brand which was introduced much later in the English language. As an update to this perseverance, Bryan Boylan, chairman of Wolff Olins consultancy stated in February 2008 that the philosophy of the consultancy was forged over the years and although in 1992 the consultancy had moved away from identity work to branding, "identity is a more meaningful term to describe what we do today, and branding less so" (Shaughnessy,2008:5). This is because nowadays the consultancy sees Corporate Identity as a two-way communication of the organisation with the real world. Corporate Identity, in this view, is based more on emotional than rational grounds. Although Boylan does not define the term Corporate Identity, he assigns characteristics to the concept which can be explained by the working definition of Corporate Identity presented in this thesis. Corporate Identity, explained as the sum of the constantly updated 'perceived images' of the audience, is emotional in nature. It is created in the mind of the audiences and is influenced by a variety of physiological and psychological processes and conditions. In addition, this researcher's working definition incorporates two-way communication between an organisation and the outside world.

7.6.0 CONCLUSIONS OF CHAPTER

7.6.1 How the thesis' understanding of Corporate Identity can influence Corporate Identity operations

Concluding this part of the thesis that predominantly deals with the understanding of the Form of Corporate Identity it was considered useful to discuss how the achieved understanding prepares the ways towards its more effective control.

Corporate Identity was gradually understood as the sum of perceptions, – ‘perceived images,’ created in the minds of various audiences as a result of their exposure in the outcomes – ‘displayed images,’ of an organisation.

The discussions of the Diagnostic Questions, Ch2-Ch7 through the analysis and synthesis of the presented material indicated Corporate Identity having the following characteristics. Corporate Identity was indicated to be: –

- Collective in nature – Summative
- Developed over a period of time
- Subject to a person's exposure on organisational ‘displayed images’
- Outcome of perceptual processes – Semiosis – Perception
- Triggered when organisational ‘displayed images’ are perceived
- Related to the function of memory
- A result of further processing and comparison of the newly formed ‘perceived images’ with the ‘perceived images’ already stored in the human brain
- Malleable and able to be updated
- Presents continuum characteristics
- Related to the outcomes – ‘displayed images’ of many organisational operations
- Influenced by Corporate Image – ‘perceived image’ an individual holds for the organisation.

The thesis understanding of Corporate Identity places emphasis on every operation of an organisation, by acknowledging their contribution to the creation of ‘displayed images’, which in turn trigger various ‘perceived images’ in the minds of organisation's audiences which can influence the continuum of its Corporate Identity.

Acceptance that Corporate Identity is an outcome of perception suggests that its creation and subsequent control should be directed by the rules of perception. People do not perceive organisations in fragmented ways but in a Gestalt manner suggesting that organisations should control their Corporate Identity operations in more holistic ways, organising all their separate

operations to produce congruent outcomes which in synergistic ways (not fragmented ad-hoc operations) can influence the Corporate Continuum in the desired direction.

The material presented in this chapter indicated that a more targeted and effective control of Corporate Identity operations can be achieved by incorporating into organisational processes factors such as;

- The operational principles of perception
- Market segmentation techniques for Corporate Identity purposes (not limited to marketing)
- Needs, soft issues and life style habits of market segments which influence the interpretation of ‘displayed images’
- Information input from specialists in the study and research of ‘perceived images’.

An important thread that runs all the way through the thesis is that Corporate Identity operations could benefit from the setting of Corporate Identity objectives, – Corporate Identity guidelines’ which could be used to inform the creation of organisational ‘displayed images’. These objectives should describe the ways in which the organisation wishes to be identified as, for example, modern, traditional, trustworthy, professional, innovative, corporate responsible, the ethos that should be reflected in every practice, etc.

As seen in the current chapter the theory of perception can inform individual organisational processes, besides marketing and graphic design to produce outcomes which can create the wished ‘perceived images. In this way the vast information that is stored in the studies of psychologists¹⁸⁹, neuroscientists and is presented in highly specialised literature can find its way into the practices of Corporate Identity and the creation of more effective ‘displayed images’.

Information that according to Ware (2004:xxii), director of the data visualisation research at New Hampshire university, can be applied in design. Such practice can assist in the creation of better visual displays, prevent unwanted mistakes, and influence original solutions.

Organisations by setting Corporate Identity objectives for each task can have an holistic control over the clarity, effectiveness, and persuasiveness, of their ‘displayed images’, without these being ineffective, misleading or propagandistic.

Therefore Corporate Identity needs to be controlled holistically coordinating all the outcomes of an organisation which become ‘displayed images’ to be perceived consistently and as a whole by the people.

Corporate Identity as an outcome of perception, means that it is also associated with learning. The principle of learning needs to be drawn into the creation or design of organisations’

¹⁸⁹ After all marketing has already embraced such studies in its operations regarding product promotion.

‘displayed images’. Learning is a gradual and incremental process, it was considered that organisations should aim towards a progressive tuning of its ‘displayed images’ to facilitate audience learning. In this way gradual alterations in existing ‘displayed images’ are more likely to be accepted by the audiences of organisations; internal and external. As seen, the introduction of radical changes in organisation’s Corporate Identity are usually associated with audience hostility. That might explain the negative reaction of the public to the abrupt change of name of a trusted organisation with long history; – the British Royal Mail to – Consignia.

7.7.0 NEXT TASKS OUTLINED

The primary aim of this thesis was to achieve an holistic understanding of Corporate Identity for practical use. The relevance of the process of perception to the creation of Corporate Identity and its more effective control is: – that in practice an organisation’s ‘displayed images’ will never be interpreted in isolation. Therefore consistency and coordination between an organisation’s different ‘displayed images’ is essential to create a consistent and holistic ‘perceived image’ in the minds of audience. For this reason the next chapter examines whether organisations have at their disposal any methods to co-ordinate their processes in such a way that they produce congruent prospective ‘displayed images’ which will trigger equally congruent ‘perceived images’ thus consistent Corporate Identity.

8.0 SYSTEMATIC CONTROL OF CORPORATE IDENTITY OPERATIONS

8.1.0 THE PURPOSE OF THIS CHAPTER

The previous chapters progressively build an understanding of the Form of Corporate Identity indicating that its holistic control seems to lie in the co-ordination of operations in order to trigger consistent public ‘perceived images’. Certain difficulties in the effective control of Corporate Identity were also indicated throughout the thesis and its appendices. The purpose of this chapter is to report on the literature search and assimilation of additional information – specifically that related to the systematic methodologies/models available to co-ordinate Corporate Identity operations and to compare these with a referenced and tested systems model appropriate for the co-ordination of multidisciplinary and complex operations.

8.2.0 METHODOLOGY

The discourses on people’s roles and contribution, (Ch6), to Corporate Identity operations indicated that most practitioners associated with Corporate Identity operations have both employment and experience that is not exclusively related to Corporate Identity. However, it is expected that somewhere in their formative education and subsequent training experiences, people who have direct responsibility for aspects of Corporate Identity process should have acquired specialised knowledge of methods that can be adopted. The work carried out to discuss the Diagnostic Questions relating to the information requirements and the processes associated with Corporate Identity prepared the foundations of the design of the diagnostic tool devised to explore the operations of the Field study organisation (Ch9). This preparatory work, although useful to design the questions of the semi structured interviews, is not presented in this thesis as its focus is to understand the Form of Corporate Identity and to explore possibilities towards its more systematic control. This work raised the issue that Corporate Identity operations do not have published codes of practice, established and researched information requirements and many of its related operations and evaluation of outcomes are based mostly on intuition and previous experience of external consultants.

In relation to methods available to control Corporate Identity operations it was observed that:

Although design disciplines and their processes are associated with systematic methodologies to organise and control complex projects, as well as with risk management methodologies, Corporate Identity operations seem to lack methods in which to organise the contributions of various multidisciplinary operations.

It was decided

To look for reliable, tested methodologies, included in the professional training of the people involved, that have been used in other complex design projects, and examine whether Corporate Identity operations might benefit from these methodologies.

It was observed that:

Corporate Identity control was indicated to be complex and elusive in nature, due to the multidisciplinary nature of the activities involved and the influence of their outcomes.

It was decided:

To look for established methodologies that organise and control parallel or consecutive activities, that have the potential to be useful in the organisation of Corporate Identity operations.

The introductory discourse (2.4.5) identified and presented some influential methodologies, proposed to control Corporate Identity operations which were considered to be theoretical rather than practical and descriptive of those operations that should co-operate. In addition, it was observed that these models tended to concentrate on individual aspects of operations, neglecting the holistic nature of Corporate Identity at its theoretical and operational level.

The thesis also identified that the field of Corporate Identity was elaborated by many different disciplines over the years and no universal understanding of the concept has so far been achieved. This limitation is considered by authors to have some side effects on the ways Corporate Identity is managed. A more recent update on this matter given by Suvatjis, et al. (2005:1) confirms this unsatisfied need:

“A lack of consensus defining a standardized Corporate Identity construct has led to confusion determining the Corporate Identity context and its management.”

The discourses of this thesis have progressively indicated that Corporate Identity control is a multidisciplinary issue and suggested that its various operations should be co-ordinated in order to produce consistent outcomes, which may then positively influence the continuum of Corporate Identity.

The first step to expand the primary question on systematic methods was to look at the specific operational units reported to have been involved in Corporate Identity operations and examine the issues presented in the Diagnostic Questions that follow.

8.3.0 THE DIAGNOSTIC QUESTIONS OF THIS CHAPTER

8.3.0	What organisational and systematic methods are used and associated with CI?
.1	What activity units can be identified, as individual people, departmental groups?
.2	Do these units have any explained systematic methodologies?
.3	What interactions can be identified between units?
.4	What is the form and nature of any operational links between such units?
.5	Are any systems approach or complex systems co-ordination methods referred to?
.6	Are problems, input to units, project realisation, integration, feedback, referred to?

8.4.0 DISCOURSES ON THE DIAGNOSTIC QUESTIONS

8.4.1 In Corporate Identity operations, what are the units of activity whether individuals, departments, teams, etc?

With knowledge gained from the three pan-European studies, Schmidt (1995) proposed a structural model of what he refers to as ‘Holistic Corporate Identity’. This model describes the operational dimensions that should be involved in Corporate Identity operations. These operational dimensions are: Culture, Behaviour, Products and Services, Communication and Design. If these dimensions are brought into the context of a modern organisation, they are understood to be the operations of the departments that deal with these dimensions. The model was reintroduced in literature in 2000 with the addition of the activity unit¹⁹⁰ of Markets and Customers (the model is presented in Fig 8.4.5 Exh5 and briefly explained in 8.4.5).

Gorb and Turner (1992), writing from a consultant perspective, suggest that in the operations¹⁹¹ of Corporate Identity, the activities of Design Management and Corporate Identity Management should be included. For example, in the creation of Eurotunnel, the project involved two main aspects:

- The engineering accomplishment of the tunnel, which was looked after by the activity unit of Design Management
- The creation of a new organisation, which was looked after by the activity unit of Corporate Identity Management

These two activity units needed to co-operate and communicate on many issues. While managed separately, both were integrated into the operations of the organisation. Both activity units employed different design disciplines and teams. These design teams had different

¹⁹⁰ Organisations large or small, have people looking after their operations and whether they are individuals or departmental groups they can be seen to contribute actively towards Corporate Identity operations and will be referred to from now as ‘activity units.’

¹⁹¹ In the creation of a new company.

projects to carry out and produced widely different outcomes such as a new name, logo, structure, services, facilities, hardware, software, product, signage, information, and architecture. The authors also state that these design activity units co-operated with other activity units within the organisation, looking after functional and pragmatic issues. A few of these issues are indicated in the following quotation:-

“The design process is based not on strategy but on the operational activities which flow from it-planning, process control, maintenance, safety, materials, quality control, innovation, finance costs, and capital employed.”

Gorb and Turner (1992: 23)

The outcomes of all these activity units, and perhaps many more that are not mentioned according to the authors have all contributed to the creation of Eurotunnel’s Corporate Identity. The involvement of governmental bodies, external consultants, contractors, construction teams, is also referred to.

Capon, et al.(2001:220), in their paper ‘*Brand custodianship: A new primer for senior managers*’, identify the activity units that should be incorporated into brand management by saying:

“The activities that build brands include advertising and public relations, improved service, product development, channel support, customer reward systems, and price maintenance.”

However, in order to be effective a senior manager needs to take control as the “brand custodian”.

The Design Council, et al. (2002), in their research report examining 100 UK and international companies known as the ‘*Brand Gap*’, showed that the activity units which contribute to Corporate Branding (Corporate Identity), are: the brand custodians (spokesmen), the external agencies, and internal staff.

As far as the background of the professionals involved in Corporate Identity operations was concerned the report indicated mostly to belong in to two broad categories:-

- People with academic qualifications in marketing pursuing similar careers
- People without specialist training that have emerged into this position through internal promotion, often from unrelated areas

The second group seems to rely extensively on management directives and the work of external agencies. The findings of ‘*Brand Gap*’ suggested that in practice Corporate Identity operations utilise the services of different activity units, during phases, dependant on their internal recourses and competences.

As a result of research, Einwiller and Will (2002) acknowledged the need for Corporate Identity operations to be better organised and to work within common guidelines, and proposed a theoretical structural model to describe how different organisational activities or departments

should be hierarchically and functionally linked within an organisation (2.4.5.0 Exh3). The activity units indicated in the model, from the top down, are as follows:

- A board of directors
- A corporate manager, who oversees the whole operation
- Corporate Communication department. In turn this last department should look after;
Internal communications - Relationship management and Market communication.

All three domains include some of the functions of marketing, public relations, and personnel. This hierarchical articulation of how Corporate Identity activity units should be structured is proposed so that organisations may achieve coherent communication with their external audiences, resulting in stronger Corporate Identities. However, the model does not include the activity unit of design, which clearly contributes to Corporate Identity activities. The activity unit of market research is not referred to either, despite the fact that authors refer to research activities carried out for diagnostic or evaluation purposes.

Melewar and Jenkins (2002), in their paper '*Defining the Corporate Identity Construct*', conclude with the descriptive model of Corporate Identity presented in Fig 8.4.1 Exh1. This model although it does not outline directly the activity units that contribute to Corporate Identity operations it does highlight the outcomes of various operations that all somehow contribute to the formation of Corporate Identity (Note that the authors do not define the construct). This model confirms the view taken in this thesis – that Corporate Identity is the end result of the outcomes of many operations.

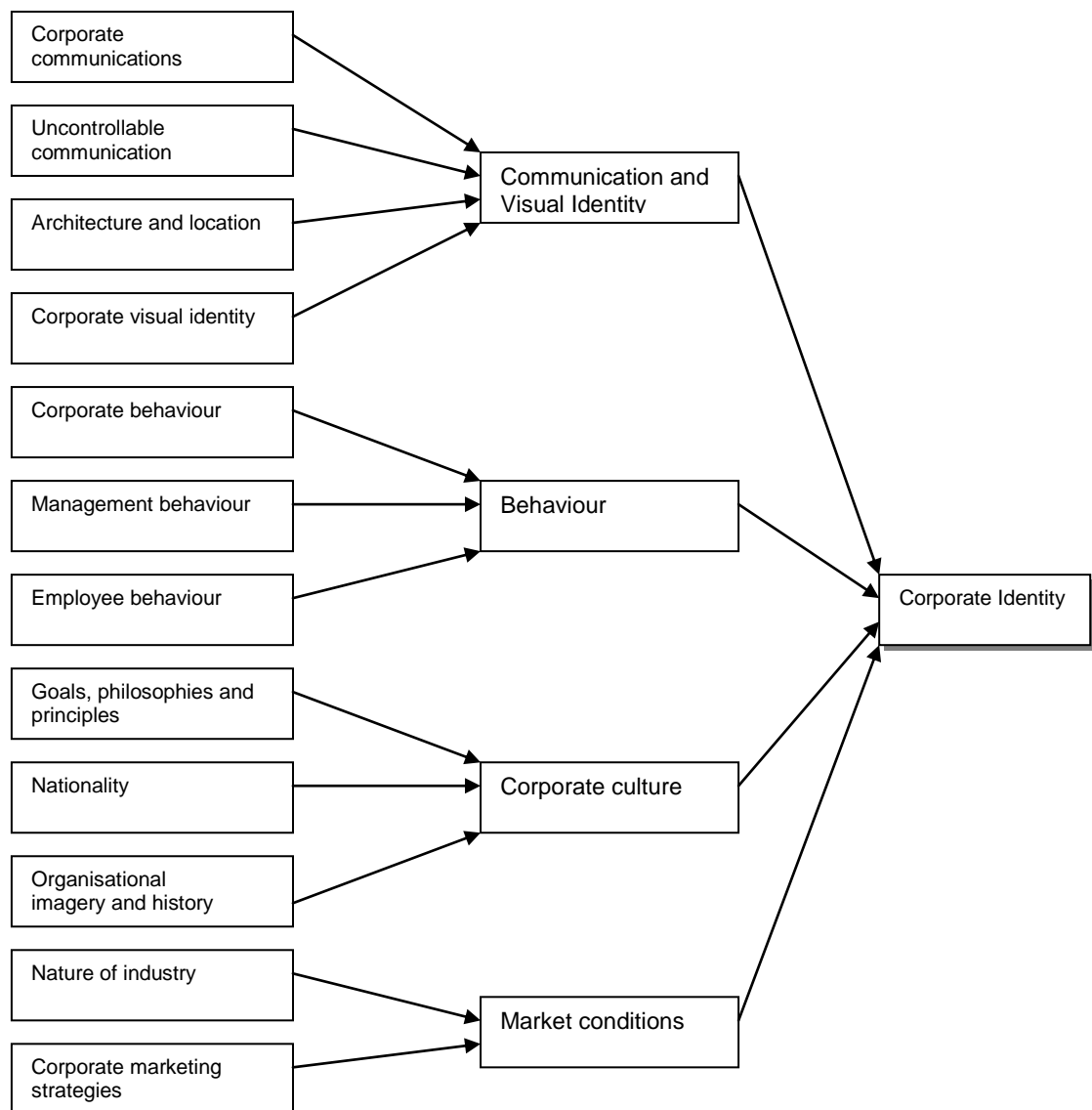


Fig 8.4.1 Exh1

Corporate Identity and its sub-constructs. Used in this discourse to indicate some of the outcomes of the activity units believed to participate in Corporate Identity operations. Source of Figure: Melewar and Jenkins (2002:81).

Argenti and Druckemiller (2004), in addition to the activity units responsible for the creation of the name and logo of the organisation, refer to additional activity units involved in Corporate Branding (Corporate Identity): Corporate advertising, Public relations, Promotion, Philanthropy, Internal communications. Particular emphasis is placed on the importance of Reputation management.

This brief compilation of views, presented in this discussion based on evidence from case studies and research findings, all collectively confirm that various activity units, in the form of individual people, or departmental groups and external parties contribute with their worked outputs in the creation of Corporate Identity. Most importantly suggest that these activity units

need to be brought together, and be organised in such ways that their contributions are managed in synergistic rather than in fragmented ways.

In sum, it is observed that in literature, because of the multidisciplinary nature of Corporate Identity, authors on their published work tend to concentrate on the operations of their domains arguing that certain activities need to be co-ordinated whilst at the same time other activities seen so far to be also important are not included in discussions. This compartmentalised treatment of the subject hinders the holistic understanding of the Form of Corporate Identity and its effective control.

The next diagnostic question examines whether literature reflects the methodologies that these units employ in their Corporate Identity related activities.

8.4.2 Do activity units use any systematic methodologies?

In order to operate, activity units require the contribution of various people working within particular job descriptions and with appropriate skills (Ch6). All of these separate activity units have developed their own established methodologies and operational procedures over the years. Academic scholars have also contributed to the introduction and development of new methodologies. Although the scope of this thesis is not to provide a detailed literature review of these specialised operational methodologies, the following table in Fig 8.4.2 Exh1 indicates that different activity units have their own ways of operating and that various complementary methodologies for their operation have been established or proposed over the years.

Discipline/ activity	Content of publication	Reference
Design		
	Change and design, - Design change and control – Designer - client and user - Role of designer - Historical review of design methodologies - Design process models, Conferences in design methodologies.	Evans, Powell and Talbot (1982)
	How designers think - Design process models- RIBA process model.	Lawson (1988)
	Design Methods- Design objectives, aims of design methods.	Cross (1989)
Engineering Design		
	Engineering design methods.	Cross (1994)
Architecture		
	Architectural design theory - Design process models - Theory of Architecture - Alexander's model - Jones Model - Rittel's model - Characteristics of wicked design problems, - decision making in design, argumentation - Design as a learning process.	Bazjanac (1974)
	RIBA design model.	RIBA publications
Market Research		
	Research techniques to measure Corporate Image.	Dowling (1993)
	The method of Brand Health Checks.	Capon, et al. (2001)

Marketing		
	Reference to case studies and marketing techniques and methodologies.	Jobber and Fahy (2003)
	Limitations of Marketing models to manage Corporate Identity – New discipline of Corporate Marketing is introduced – proposal of model for Corporate Marketing – 10 Ps introduced – HEAD method proposed.	Balmer (2001)
	Methods to measure the Return of Investment (ROI) in Marketing.	Maddox (2005)
	Methods for measuring marketing techniques, or which of marketing tactics really works.	Brady and Kiley (2004)
Corporate Identity		
	Method to set up and carry out a Corporate Identity Programme.	Olins (1978)
	Method to set up and carry out a Corporate Identity Programme.	Grunig and Hunt (1984)
	Method to set up and carry out a Corporate Identity Programme.	Dowling (1986b)
	Method to set up and carry out a Corporate Identity Programme. See Corporate Image.	Abratt (1989)
	Two models of Corporate Identity- proposed structure of Corporate Identity department.	Olins (1990)
	Method to set up and carry out a Corporate Identity Programme.	Cutlip, Center and Broom (1994)
	Model proposed for Corporate Identity Management. See Stuart 1988 for its revised version.	Stuart (1994)
	Design process model for Corporate Identity projects - Why there is a need for methodology - CAM design process model explanation and critique of the model - Balance sheet a methodology tool - Benefits from the use of CAM design process.	Simonson, Schmitt and Markus (1995)
	Organisational and marketing communication should be managed in co-ordination for effective Corporate Identity.	Van Riel (1995)
	Method to set up and carry out a Corporate Identity Programme.	Balmer (1995d)
	Notes that the Stuart (1994) model does not include the functions of Products and Services which also communicate Corporate Identity.	Ind (1997)
	The authors believe that the components of Corporate Identity are: Corporate Image – reputation – personality and the linkages that exists between them. These components are integrated into a Corporate Identity Management process (CIMP). The way to manage Corporate Image is by management of Corporate Identity. This model agrees with Stuart's (1988) model that Corporate Strategy plays an important part in Corporate Identity Management although they call it Strategic Management. They adopt Van Riel (1995) model that an organisation's communication consists of management of organisational and marketing Communication. Also this model proposes that if an organisation understands its external images, these can assist in the development of the organisation's strategy. The nature of the links between the components of the model is also discussed. Balmer (2001) criticised the model for its comprehension because its components are scattered without introducing their logical sequence.	Markwick and Fill (1997)
	Methods used to identify or reveal the real Corporate Identity of organisations – The methods of Laddering technique, Balmer's affinity model (BAA) and The Rotterdam Organisational Identification Test (ROIT)- Methods to identify the desired Corporate Identity.	Van Riel and Balmer (1997)
	Laddering technique: a measurement instrument that allows to identify all intentional actions, goals, and values of individuals within the context of their jobs.	Van Rekom (1998)

	<p>A revision of Abratt's model, originally created in 1994 and updated in 1998. The concepts of Corporate Culture and Corporate Symbols are included under the functions of Corporate Identity. More linking arrows are introduced to denote internal and external communication, and the role of employees is emphasised by taking central position into the model. (incorporates Kennedy's 1977 views). Also Abratt's concepts of Corporate personality and Corporate Identity are now linked with the function of Corporate Strategy. This addition aimed to state that "Corporate Identity is the deliberate presentation of the Corporate Personality as strategically decided on by the company – Stuart 1999:203). Stuart's model did not deal with Corporate Reputation and Corporate Branding was not considered. According to Balmer (2001), the model also did not include Products or Services which arguably contribute in CI as identified by Ind (1997). However, the stage of 'Corporate Strategy' might be understood as being inclusive of products and services.</p>	Stuart (1999)
	<p>Research that indicates that the majority Corporate Identity management models, and corporate image and corporate culture are all vision driven. So corporate vision through Behavioural – visual – and verbal manifestations create positive Corporate image and reputations. The relationship of Corporate Identity and image formation is not explained in the model: Vision driven approach to Corporate Identity management.</p>	Balmer and Soenen (1999)
	<p>Takes into account previous Corporate image formation and Corporate Identity management models. Models reviewed: Kennedy (1977) – Dowling (1986)- Abratt (1989) Baker and Balmer (1997) – Marwick and Fill (1997), Van Riel and Balmer (1997) and Stuart (1998) and integrates into a new one. It is called: "The definitive model of the corporate identity management process." According to Souvatjis, et al. (2004) the model does not designate any co-operation between its active parts and it is difficult to be memorised and operationalised.</p>	Stuart (1999)
	<p>Alessandri provides two definitions of CI, one conceptual and one operational. Therefore she proposed a model based on these two definitions in relation to corporate mission, corporate Image and corporate reputation. Corporate identity is understood as the outward presentation of an organisation. The model suggests that Corporate Mission influences Corporate Identity, which then influences image and Image builds Corporate Reputation over time. Suvatjis, et al. (2004) criticised the model for not including Corporate Structure and giving excessive attention to Corporate Communication.</p>	Alessandri (2001)
	<p>Process to develop Corporate Identity in Absa Bank (case study) the process matches the Stuart (1999) model. Organisations large or small, have people looking after their operations and whether they are individuals or departmental groups they can be seen to contribute actively towards Corporate Identity operations and will be referred to from now as 'activity units Corporate Identity Management processes – (brief mention).</p>	Daffey and Abratt (2002)
	<p>Model of Hatch and Schultz Vision- Culture –Image (VCI) Model used to focus the corporate branding of LEGO company. This model defines a successful corporate branding process as the alignment of Strategic vision, organisational culture and stakeholder images. The phases of the LEGO project are also explained.</p>	Schultz and Hatch (2003)

	Global brand proposition model. It serves as analytical tool which takes into consideration the strategic planning of the brand (what the brand stands for) and the brand environment (where the brand operates). It consists of two parts; Internal analysis and external analysis. It intergrades global and local analysis of a brand. The model is a constant feedback loop (reiterative) which helps to refine or redefine the brand. It seems to be a constant feedback loop between how the brand is expressed by the organisation and how the brand is recognised externally. Case study in which the model was applied.	Gelder (2004)
	A new model for Corporate Identity Management. There are Six stations that interact with each other to form a "corporate neural network". These are: The head station, the strategy station, the creativity station, the communication station, human corporate power station, critical triplet station. As a result of the constant interplay of information Corporate Identity influences Corporate Image. The model was tested for its validity with Corporate Identity consultants and business managers. The models urges managers to identify the multidimensionality of their Corporate Identity and manage it systematically. The model also calls for a multi knowledgeable manager who can manage all the disciplines. As a result of this testing the model was reduced to four stations. The difference of this model is that it connects sequentially the stations.	Suvatjis, de Chernatony and Leek (2005)
Corporate Image		
	Corporate Image formation process. Distinction between Visual identity and "The total Corporate Image". Company personnel – Importance of the perception of company is introduced. No ref to communication. The model takes in to account Environmental influences referred to as "extraneous influences". These environmental influences are reintroduced in later Corporate Identity Management models on e.g. Van Riel and Balmer (1997).	Kennedy (1977)
	Improves the Kennedy model and emphasises the importance of various types of communication. No information provided as to how these should be co-ordinated. Any disagreement between employees image of the company and its external image signals changes to marketing media communication. Organisational culture is introduced. Balmer and Wilkinson (1997) criticised the model for its relation to Culture and Balmer (2001) because of its discussion of top management and for not referring to Corporate identity directly.	Dowling (1986)
	Corporate Image management process. The variables that need to be managed are: Corporate Personality – Corporate Identity – Corporate Image. Abratt believes that management should identify the company's Corporate Personality and from this to develop a Corporate Philosophy which embodies the core assumptions and values of the company. This was called corporate culture. The model demonstrates the difference between Corporate Identity and corporate Image the concept of "interface" is introduced. The model really is a corporate identity management because Abratt believes that images cannot be managed as such.	Abratt (1989)
	Corporate Image formation process – Factors internal and external to organisation which influence Corporate Image. Approaches to build Corporate Image.	Dowling (1993)

	Operational model to manage corporate image and reputation as strategic corporate resources. Corporate identity through corporate communication creates corporate image and reputation. By feedback of audiences perception alterations on corporate image and communications can be made. This monitor should be done every five years or so.	Gray and Balmer (1998)
Organisational culture		
	Give a full account of the concept of Organisational culture. Disagree with Dowling (1986) model stating that culture is a context of corporate identity and not a variable.	Hatch and Schultz (1997)
Employee Identification		
	Process by which employees' identification is matched with desired Corporate Identity.	Andriopoulos and Gotsi (2001)

Fig 8.4.2 Exh1 Some methods and processes developed to assist operations of specific activity units contributing with their outcomes to Corporate Identity operations.

Examination of these separate methodologies indicated that the independent activity units of architecture, engineering, and product design have all developed operational methodologies in which project stages are explained and analysed. In addition, the reader of such material is expected to find detailed information requirements of the methodology and the sources of information. So these methodologies anticipate the contribution of additional disciplines, and the use of specific, legal, ethical or ergonomic requirements. For example, an architect has the RIBA process to refer to, which is detailed, systematic, tested and approved by the Royal Institute of British Architects. Architecture also operates within specific Codes of Professional Conduct. Graphic designers have their own methodologies for designing a logo, symbol etc., and must be aware of copyright issues, patent legislation, packaging design technology, and printer requirements, all of which are incorporated within their professional design methodologies.

By contrast, Corporate Identity literature does not present evidence that any common systematic management methodologies or any code of professional conduct has been developed. More importantly, the ways in which activity units are brought together and organised to operate in co-ordinating ways as a whole do not have priority in any author's attention and interest. Still, a framework which co-ordinates these operations, and provides hierarchical lists of relevant activities and information, like the RIBA methodology is a prerequisite for effective management control was not found in Corporate Identity literature. Van den Bosch, et al. (2004) stated that models and methodologies in the field of Corporate Identity can be divided into three categories. These are:-

- The Strategic level, looking at the structure of Corporate Identity: i.e. monolithic, branded etc. and the strategic decision of the ways to present their Corporate Identity to people

- The Operational level, looking at the development and management of Corporate Identity. In particular examining the processes of changing, modifying and monitoring the process
- The Design level, looking at specific elements of Corporate Identity, like logo, colour, design, slogans, etc

Despite the extensive amount of literature devoted to Corporate Identity, the operational level of Corporate Identity appears to be “the most underexposed research area” (Van den Bosch, et al., 2004:227). It is one, the authors, say, in which the processes and management issues of creating and maintaining it “have not been investigated at all”. This is an additional indication of the importance of this thesis.

In sum: whilst different activity units have their own systematic and established methodologies, Corporate Identity operations are managed in fragmented ways by individual disciplines. Corporate Identity was seen to involve the operations of many activity units and the latest academic thinking suggests that besides design many others contribute to the operational level of Corporate Identity. However, the methodologies for Corporate Identity or Image control referred to in Fig 8.4.2 Exh1 cannot be considered to be systematic, since there is no underlying systematic methodology to control and co-ordinate the outcomes of these activity units.

Corporate Identity literature on the operational level of Corporate Identity control is therefore incomplete in that it does not address the needs of the different activity units in co-operation, and the ways these could be systematically organised.

For this reason the following section examines the nature of the links between the various activity units that should or are involved in Corporate Identity operations where the need for more systematic co-ordination is reinforced.

8.4.3 What interactions are identified between activity units?

As seen previously, the most prominent interaction between the functional units of Corporate Identity reported and recorded in literature is between organisations and external Corporate Identity consultants.

Published case studies and proposed processes by practitioners in the field indicate that, through activities¹⁹² such as interviews, meetings, audits, and briefings, consultants communicate and interact with members of their client organisation. The ‘*Brand Gap*’ (2002) research report, indicated that organisations use the services of external consultants in different ways.

¹⁹² Some of these activities have been presented in Fig 2.4.4. Exh1 and the nature of their contribution as understood by this researcher was presented in Fig 5.4.7.Exh1

Consultants may be asked to operate as advisors, as a source of creative input, trainers, delivery of projects, implementers, or verifiers of internal work. It is believed that the nature of their involvement depends on the information stated in briefs, and the designer's interpretation of those briefs. These will have an influence on the ways in which they interact with organisations. For example advisers will have to attend meetings, interview people, observe, etc., (Gray and Balmer, 1998), whilst designers will have to be briefed, interpret the brief into a working document and design specifications, then brief the organisation and their own design teams, carry out appropriate research, present their proposed design schemes, etc.

In terms of interaction between some internal activity units of organisations, literature indicates the lack of co-ordinated internal communication. Schmidt (1995) stated that Corporate Identity work is difficult for organisations, because if it is to be controlled effectively its management, which is spread through various internal corporate functional units, (departments), and responsibilities, should produce consistent outcomes. In practice, Corporate Identity operations are often carried out by single activity units like marketing, advertising, graphics. According to Schmidt (1995:355, *italics added*), "The vital inter-working of all relevant aspects (*activity units*) through a holistic Corporate Identity strategy does not happen." In 2000, Schmidt continued to argue that this problem still exists and that interaction across various functional units is not facilitated by organisations successfully. Whilst in 2005, the proposal of the four stage model of Suvatjis, et al. (presented in 6.4.2.5), for co-operation and integration of the work of various operational units, indicates that the same problem exists had not been resolved 10 years later.

Communication problems were also reported between similar activity units within departments. For example, Einwiller and Will (2002) based on the findings of their study interviewing the communication executives in 11 multinational companies, reported difficulties in effective and consistent control of the different departments within corporate communication. Their research indicated that the various communication functions of organisations were found to work independently from each other. This independence was considered problematic because it causes organisations to transmit different messages to their various stakeholders. The importance of consistency in the content of messages that an organisation transmits to its stakeholders is consistently emphasised in literature (Markwick and Fill, 1997; Knox and Maklan, 1998).

Problems in the interaction between communication departments and other operational parts of an organisation are also indicated in literature. Ind (1998) reports that in practice there are many examples of organisations using advertising and marketing to communicate attributes that

are rarely actually delivered upon by their operations. Ind (1998:323, *italics added*) proposed that a more appropriate interaction between corporate communications and operations is required – and that this can be achieved “through clearly stated values that unify the way they (*employees*) think and behave”.

Literature outside the direct field of Corporate Identity includes suggestions of how effective interactions might be achieved between different activity units of an organisation. According to Fisher, et al.(1997), the literature of marketing and organisational communication presents two ways in which interaction between functional units of an organisation can be encouraged. First, by the development of “norms” which encourage information sharing, and second by the creation of “integrated goals” between departments. The authors with their research identified that both ways are subject to the degree by which individuals identify with the organisation as a whole, or with their specific department. Therefore, if individuals identify with the organisation they will comply with and encourage the use of the suggested norms. This however, can leave the organisation exposed to the actions of individuals who identify strongly with their department – who are often in the habit of believing that they know better, that there is no reason to change practices that work, etc.

In Corporate Identity literature authors such Einwiller and Will,(2002) propose restructuring departments to accommodate effective interactions between the units involved in corporate communication. In relation to this restructuring solution, Hutt, et al.(1995:29) examined the obstacles in cross functional operations in times of ‘change’. They concluded that structural remedies which join members into cross-functional teams or reconfigure cross-unit connections showed promise. The fundamental task, however, was “to meld each unit’s established identities into the organization’s new identity”.

Even that solution may not allow effective management control of unit-to-unit interactions should individuals leave for the proposal of Hutt, et al. does not ensure that successors maintain old responsibilities. Interestingly, the earlier discourses on people and their contribution to Corporate Identity (2.4.3), and the considerations of chapter 6 of this thesis did not find specific references of authors to job descriptions and specific responsibilities. In view of this, it is very likely that, when establishing roles in Corporate Identity operations, well defined job descriptions would be of great value to everyone.

Literature outside the direct field of Corporate Identity reports that interactions between certain operational activity units should be encouraged. Some of the proposed communication interactions between activity units are the following:

- Marketing and Engineering (Kotler and Armstrong,1994; Meyer,1993; Fisher, et al., 1997)
- R&D and Marketing (Souder,1981,1988)
- Marketing and other functional units (Rueckert and Walker,1987)
- Branding and HR (Martin, et al.,2005)
- HR and brand reputation (McEwan and Buckingham,2001)

Through the kinds of interactions recommended, the engineering department will be able to design products that will be saleable, or perhaps R&D will research the market to discover if there is a need for a specific product, the best ways to promote it and its preferred attributes.

The view that all the activity units involved should follow the Corporate Identity guidelines, expressed in Corporate Identity manual, or mission statement of the organisation is expressed by authors, but without any detail as to how these guidelines are applicable to the function of different activities or how these departments are expected to operate in Corporate Identity matters. The problem seen in practice – that sometimes mission statements are not specific enough to be of any operational use – contributes in the creation of mistakes. ‘Bad news’ around the operations of supply chain partners (IKEA), or around the employment of child labour in the production operations of major brands (Nike) are just two examples of how two different functional units, in the shape of advertising and operations, send out different messages to people (Ind,2003). Furthermore in the context of this discussion, they confirm interaction and co-ordination problems of the activity units.

What is more, different operational units undoubtedly interact in ways that influence Corporate Identity. But that question is not presented in any useful detail in published literature. These problems in interaction, coupled with the literature’s myopia about record keeping and project report writing, obstructs, in this researcher’s opinion, the effective management, monitoring and improvement of Corporate Identity operations.

If this weakness in the detail of departmental interaction as deduced from the published literature is indicative of the ways Corporate Identity operations are practised then this introduces additional opportunities for mistakes and misalignments in the processes involved in Corporate Identity. This is based on the understanding, that if an activity unit is not interacting appropriately in order to produce a desired and consistent outcomes, it cannot contribute positively to the continuum of Corporate Identity.

At this stage it is observed that organisations would benefit from a holistic framework for Corporate Identity that properly organises different activity units, allowing them to work with their own specialised methodologies, in ways that allow them to produce consistent outcomes.

8.4.4 What is the form and nature of any operational links between such units?

The previous discourse presented evidence on the interaction of internal functional units responsible for corporate communication. Various authors¹⁹³ have proposed that activity units should be organised so that effective communication between them can be facilitated (Schmidt 1995b; Ind,1998; Ind,2003). However these proposals were expected to include details on suitable policies, requirements for formal operational meetings, minutes of meetings, targets to achieve, time scales, deadlines to meet, constraints and limitations, decision making, project record keeping, succession planning, departmental reports, budgeting arrangements etc. The practice of Corporate Identity operations based on the findings of '*Brand Gap*' report seems to indicate the main leaders of operations to be external consultancies which may have either a permanent or a short term involvement in Corporate Identity operations (Design Council, et al.,2000). The report also suggested that when consultants are retained on a permanent basis, they have a deeper understanding of the organisation, but the opposite view was also expressed. It seems that long term involvement of an external party requires the establishment of formal and regular updates on what is happening within the organisation if external consultants are to continue to make valued contributions. However, literature does not present any information to this effect. The report also indicated concerns to the effect that the longer an external agency is involved with an organisation, the more short-sighted it becomes. In combination, the expressed views seem to suggest that organisations rely on the advice provided by external specialists for Corporate Identity issues and that the subsequent operations depend on the information supplied, whilst they also retain a concern in terms of the subjectivity and usefulness of their proposals.

In the absence of formally established operational links between the functional activity units it is expected that problems may occur. In fact decision makers due to lack of resources to enable enough focus on Corporate Identity responsibilities, concentrate instead on departmental functions. Mitchell (2003) argued that the majority of time and effort of managers is to solve their own departmental problems and that they are concerned with departmental success or

¹⁹³ For example, Schmidt (1995:355) argued that Corporate Identity operations should not be the sole responsibility of one functional unit and that responsibility should be spread between the functional units of, Corporate Culture, Corporate Behaviour, Communications & Design, Products & Services and Market conditions & Strategies. The same was proposed by Ind (1998) suggesting that all corporate communication outcomes should be integrated. This could be enabled through the use of common values and goals, if employees are not united with common sets of values then operational problems will arise resulting in reduced control of the corporate brand (Ind,2003). This co-operation of functional units of organisations was also suggested by the holistic brand management model proposed by Schmidt and Ludlow (2000) even if the authors do not provide any details of the operational links between these functional units.

failure as they are judged by criteria set on them. This inward approach sometimes leads to cases where the organisation as a whole, fails to meet the needs of the people it's Corporate Identity or Brand sets out to meet:-

“ brands are supposed to be the end-product of a matching process by which the company aligns what it does to the needs of its customers. But if we look at the reality of marketing as practised day to day, we find that when it comes to going to market – once the company has made its product or service – now the overwhelming survival necessity is to sell it. At this point, the real goal of the company's marketing is turned on its head: from getting the company to do what the customer wants, to getting the customer to do what the company wants: 'Buy our product!' Marketing and branding become an exercise in attempted consumer influence and control.

Mitchell (2003:46)

Additional problems regarding the nature of the link between various functional units were expressed by Caswell (2003) who posed the concern that each functional unit will base its individual strategy on data gathered and interpreted from another functional unit. The accuracy of this data is considered by this researcher to be important since it can influence the outcomes of another functional unit. This limitation was identified and expressed as a concern by this researcher in the Field study of this project this chapter putting forward a concern of how an all purpose market research on Corporate Identity can be an effective input for different operational units.

An additional problem reported by Caswell (2003) is that each functional unit will use its own professional language (terminology) and that many people within this framework will have their own personal perspectives on how to achieve their goals. This identified problem coupled with the fact, (seen previously), that professionals seem to understand Corporate Identity differently, could create many flaws in the effectiveness of the links between their departments. The problems identified by Caswell seem to suggest that functional activity units do not have any established ways to connect across their functional units to achieve common Corporate Identity targets

Altogether, operational links between various functional units that contribute to Corporate Identity as practised, seem to lack effectiveness.

Caswell (2003) also states that the reality facing organisations is that their members are isolated, working alone without a context within which to frame their contributions.

“Business processing, the strategy setting and the definition of goals should be a critical and fundamental part of any brand strategy, fully understood and embraced by those inside the business where possible and not solely left to self-serving service providers with their own agendas to fulfil.”

Caswell (2003:127)

The suggestions of Caswell for improvement on the nature of the operational links between the various activity units of an organisation, as understood by this researcher, seem to rely on the following conditions:

- Common understanding of Corporate Identity concept
- Clear context how the outcomes of their operations fit in the whole process
- Clear communication language without professional jargon
- An operational framework that sets appropriate goals and objectives for each operational unit

As previously observed various authors propose that some functional units of Corporate Identity should integrate their outcomes in such a way that all will contribute in a collaborative and co-ordinated way to Corporate Identity (Suvatjis, et al.,2005). However, this does not seem to be achieved effectively in practice. For example, it is reported by Ind (2003) that in its pursuit of growth McDonald's has concentrated on opening more stores and ignored the processes that look after the needs of its customers, such as new products, service, and the rectification of customer complaints. This negligence has resulted in a loss of sales, and a negative influence on its corporate brand. To avoid the McD example this researcher based on the suggestions of authors presented in this section posits that the nature of the link between different activity units of Corporate Identity operations should be similar to the nature of operational links between a well designed product and its parts. The following table illustrates this analogy.

Designed product	Corporate Identity operations
All parts have a different function and operation but all contribute toward the operation of the product.	All activity units have their own established methods of working but all should contribute towards the creation of Corporate Identity.
If one part fails the product may work in a less satisfactory way or not work at all.	If one activity unit fails to produce a compatible outcome with the objectives of organisations' Corporate Identity then Corporate Identity might influenced negatively, or damaged.
All parts have an established communication producing specified outcomes to be used as inputs for the next part.	Activity units need to establish clear communication language without jargon producing appropriate worked outcomes which can be used by the next operational unit.
All parts have a well defined job description and a clear specification of how can contribute in the operation of the product.	Activity units need to have a well defined job description and clear understanding of their function in the creation of Corporate Identity.
All products have an operational framework which specifies the tasks of the parts.	Corporate Identity operations could benefit from an operational framework which specifies – synthesises the tasks activity units, goals, objectives.

In this way, the activity units of Corporate Identity: –

- Are all important, with a varying degree of their influence on the whole
- Need to be switched on and active all the time
- Depend on each other's outcomes to operate effectively

- Can malfunction and a particular unit might have a greater or lesser dramatic influence to the whole
- Have a well defined 'job description' – specification to follow

In the context of Corporate Identity operations, different functional units can operate individually, but sometimes seem to neglect that their goal is to transmit appropriate consistent messages to people and create wished perceptions in their minds.

In the absence of published material indicating details of the relevant interactions, it can only be assumed that organisations might benefit from methodologies to integrate, control, and monitor the operations of their activity units.

8.4.5 Are any systems approach or complex systems co-ordination methods referred to?

Here we examine authors' claims to be systematic in their proposed methods. Published literature presents general agreement amongst academics and practitioners that strong Corporate Identity can be an asset for organisations, and for this reason needs to be managed effectively to achieve corporate objectives, and to avoid mistakes, unwanted expenditure, waste of time and valuable resources (Oakley,1990; Olins,1990a; Turner,1990; Ind,1997; Melewar and Jenkins,2002; Suvajis, et al.,2005). However, the previous discussions identified various problems in Corporate Identity operations mostly due to the lack of co-ordination in the outputs of the various functional units of Corporate Identity. The presence of these problems seem to suggest that the methodologies used to bring together various activity units have some problems and that these could be further developed.

In terms of answering the Diagnostic Question of this discourse, whether systems approach or systems co-ordination methods are used in Corporate Identity operations, one first needs examine the operating principles of a system.

All systems consist of subsystems, with the following characteristics. Systems have structure defined by their parts and their cooperation. The main operational components of a system are:-

Inputs: what comes into the system,

Outputs: what comes out of the system,

Throughputs: processes within the system which work on the input and produce outputs and -

Feedback: Many systems are affected by feedback: Their outputs affect the inputs they then receive which in turn affect their future outputs (Fig 8.4.5 Exh1).

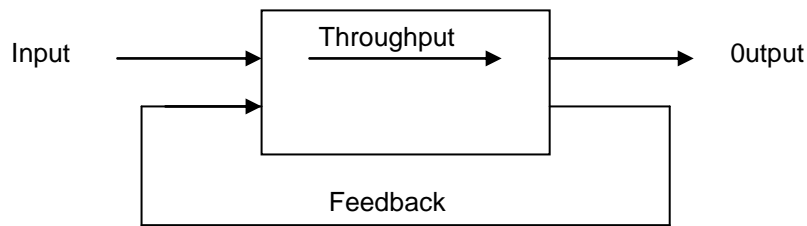


Fig: 8.4.5 Exh1 The operating principle of a system/ or subsystem

General systems theory has its origins in biology and the notion of organisms as systems composed of many sub-systems. A system can also be a part of a larger system. Out of this understanding grew social systems theory, upon which the systems approach to social work, and the system methodologies for complicated design projects are both based.

For example: in biology organisms (systems) depend on the functions of their subsystems (cells). However subsystems also rely on the operation of the system. So, each subsystem (cell), although self contained in that it has its own inputs and outputs, depends on the larger system (organism) and other subsystems (cells) for its operation and its survival. Meaning, that it needs appropriate and efficient inputs, some of which will be provided by the organism, and some from other cells.

In this researcher's understanding, this operational principle may be usefully transferred to the operation of business organisations (commercial or not). Broadly, an organisation takes in inputs from the outside world, such as raw materials, intellectual capital, human resources; money for goods and services, acts on them (throughputs) to transform them into new products and services and then exports them (outputs) into the business environment for distribution and dispersal. Katz and Kahn (1978), in their book "*The psychology of organisations*", described the organisation as a system or series of interdependent subsystems, consisting of individual components such as people, technology and processes that operate as a collective entity in response to changes and pressures from the environment, such as competitors, customers, or government regulations. Within a smaller viewing frame, the discourses of the Diagnostic Questions, have provided enough indications that Corporate Identity operations share similar operating characteristics and principles to a system and therefore it may be operationally conceptualised as a system. Some of these indications are gathered and presented in Fig 8.4.5 Exh2 that follows alongside with the presence of these indications in the thesis.

REF IN THE THESIS	Indications contributing in the understanding of Corporate Identity (CI) as a system
3.4.1 Exh8, , Exh 9, Exh10 Ch6, 8.4.1, 8.5.2 8.4.4	<ul style="list-style-type: none"> Identified Components of CI : People, Activities, Outcomes (entities) The multidisciplinary nature of CI operations The compartmental treatment of CI by single disciplines (departments) identified as a problem
3.4.1, Appendix 1.0	<ul style="list-style-type: none"> The holistic treatment of CI as an exemplar of CI Operations, identified in the Historical Examples
8.4.1, 3.6.0 Exh1	<ul style="list-style-type: none"> CI as an outcome of the operations of various activity units CI depends and is influenced from the outcomes of various activity units (continuum)
8.4.4	<ul style="list-style-type: none"> Incidental comments of authors that problems occur with the ways CI is controlled
8.4.2, 8.4.5	<ul style="list-style-type: none"> Various activity units need to co-operate to produce consistent outcomes
8.4.4, 8.4.5	<ul style="list-style-type: none"> Literature expressed need for integration of outcomes of corporate communication
6.6.2	<ul style="list-style-type: none"> Understanding that everything an organisation does could be understood as Corporate Communication. Introduction of the holistic term 'displayed images' to cover all actions and operations of organisations that can communicate something to their audiences
6.6.2, Ch7	<ul style="list-style-type: none"> Holistic understanding of CI to be the result of the processing by audiences of 'displayed images'

Fig 8.4.5 Exh2 The various indications supporting the conceptualisation of Corporate Identity operations as a system

Let us now review four Corporate Identity process models in the light of the systems approach. This selection is based on the fact that their authors argue that these models contribute to the operational level of Corporate Identity. Although the authors do not make reference to the principle of a system, if their suggestions are interpreted, it is possible to extract how the active units of organisations should be organised or linked. In addition, all these models were considered to have broken away from the widespread understanding that Corporate Identity management should be confined and managed by a single discipline, such as design, marketing, or advertising. The models are presented and discussed in a chronological order, rather than order of importance.

Gray and Balmer (1998) proposed an operational model for the management of Corporate Image and Reputation. The authors suggested that every five years or so organisations need to carry out Corporate Image and Corporate Reputation research, the findings of which should be fed back to inform changes in Corporate Identity and corporate communications so that Corporate Identity can be updated, if required. This understanding is depicted in Figure 8.4.5 Exh3.

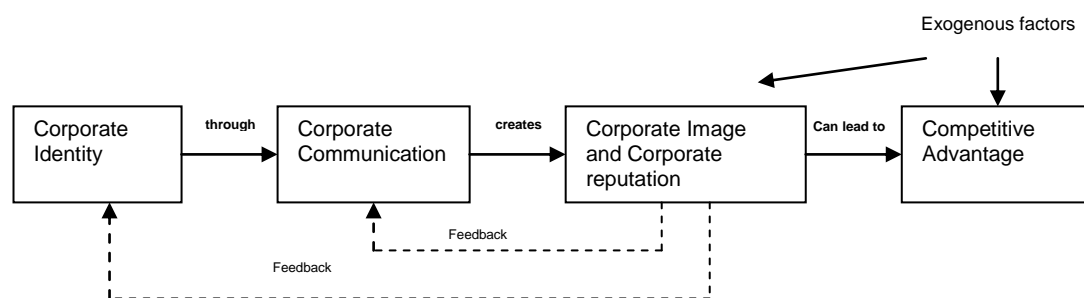


Fig 8.4.5 Exh3 Gray and Balmer's operational model (1998:696) for managing corporate image and reputation.

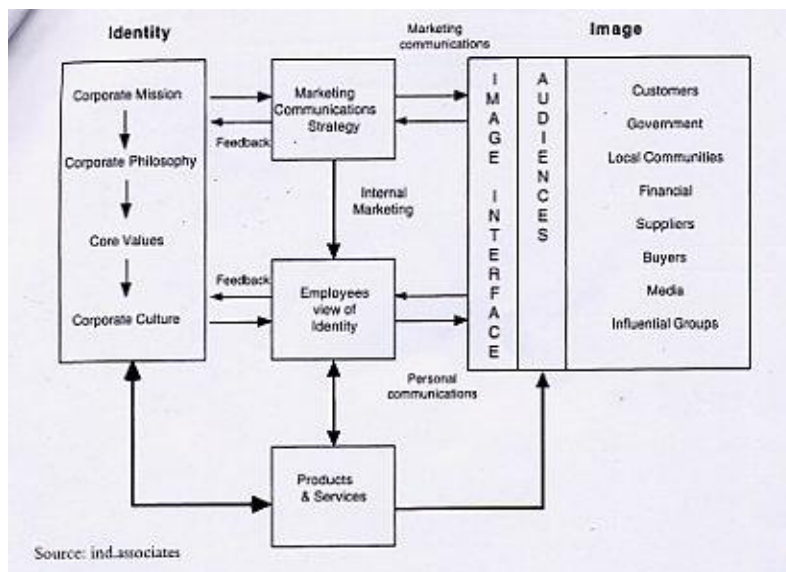
The model proposed by Gray and Balmer (1998) does not consider the way in which corporate communication has an influence on Corporate Identity per se, because Corporate Identity is understood as the organisation's strategy, philosophy, culture, and organisational design (for G&B, organisational design is the way, various companies are structured¹⁹⁴ i.e. monolithic, branded, size of staff, design of jobs, etc). The second stage of the model, Corporate Communication, includes every aspect that communicates something to people, such as name and branding, design, mission statement, architecture, media, daily interactions, etc. Corporate Communication is seen as a medium that conveys Corporate Identity to people. The model clearly suggests that Corporate Identity influences and guides all these outcomes, referred to as 'displayed images' by this researcher, and that there is no direct feedback from these to Corporate Identity. Therefore Corporate Identity is not directly influenced by the various 'displayed images' of the organisation. Clearly, this model reflects the understanding that Corporate Identity takes place within the activities of the organisation and as such disagrees with the thesis understanding of Corporate Identity. However, the thesis proposal that Corporate Identity can be seen as a vantage point from which various operations such as corporate communication can be tuned seems to be complementary to Gray's and Balmer's model.

In this researcher's opinion, Gray's and Balmer's (1998) introduction of feedback loop from Market Research to Corporate Communications and Corporate Identity is important because organisational leaders and decision makers will have a more objective set of criteria to monitor and perhaps adjust the operation of Corporate Identity and Corporate Communications. Thus a provisional operational function of a system can be detected, in the model although not explicitly referred to by the authors.

¹⁹⁴ In this researcher's view to avoid inconsistencies in their writing Gray and Balmer should have used the term 'organisational structure' rather 'design' to avoid the reader thinking organisational design in terms of interiors, graphics, products, uniforms, etc.

However, when feedback is proposed to be carried out every five years then it allows the creation of negative corporate communication which may create an unfavourable image and reputation to the stakeholders of the organisation. If this is the case, the organisations are not in a position to control their Corporate Identity operations effectively, since operations will concentrate on correction of the mistakes which have caused the problems rather than with its ongoing control.

In the same year, Ind (1998) proposed a process model, (Fig 8.4.5 Exh4) that illustrated the understanding that marketing communications – employee behaviour – and the design of products and services all with their outputs contribute in the development of various Corporate Images in their audiences and also have an influence in an organisation's Corporate Identity. Ind (1998:328) also proposed that “effective corporate brands (Corporate Identity) achieve a unity between all forms of communication in the delivery of a totally consistent message”. Ind's model, although not that different from Gray's and Balmer's, introduces a continuous influence between Corporate Identity and the outputs of all the activities that are able to produce ‘displayed views’ – which themselves then create various images to the various audiences of an organisation.



This model allows a firmer control of Corporate Identity management than the model of Gray and Balmer, since it assists in the ongoing monitoring and the ability to target audience needs at the right time (not every five years). Additionally, Ind considered the integration of all corporate communication channels to be prerequisite,

Fig 8.4.5 Exh4 An integrated approach to communications something that this thesis also supports. In the context of this thesis, what Ind suggested was the integration of the outputs of the various ‘activity units’ of the organisation. However, Ind remarked that this proposal for the integration of these outputs is in practice difficult and limited because an organisation's communications, (and outputs), tend to be fragmented due to having their own budgets, marketing, human resources etc. An additional concern was that actions of individuals can not be “proscribed” especially if they are not interested.

However, the discourses on people's contribution to Corporate Identity operations presented that one-way to overcome this limitation is to set mutual goals and objectives or as Ind suggested common values. In the understanding of this researcher this observation should be considered and incorporated into the creation of operational models to control Corporate Identity operations.

Schmidt and Ludlow (2000), writing from a design perspective, developed a management model named the "holistic approach" to enable organisations to identify the factors that influence their Corporate Identity or brand and then to set common guiding vision and goals in a participatory way. The "holistic approach" was characterised by its developers as being 'systematic', and is briefly presented in Fig 8.4.5 Exh5.

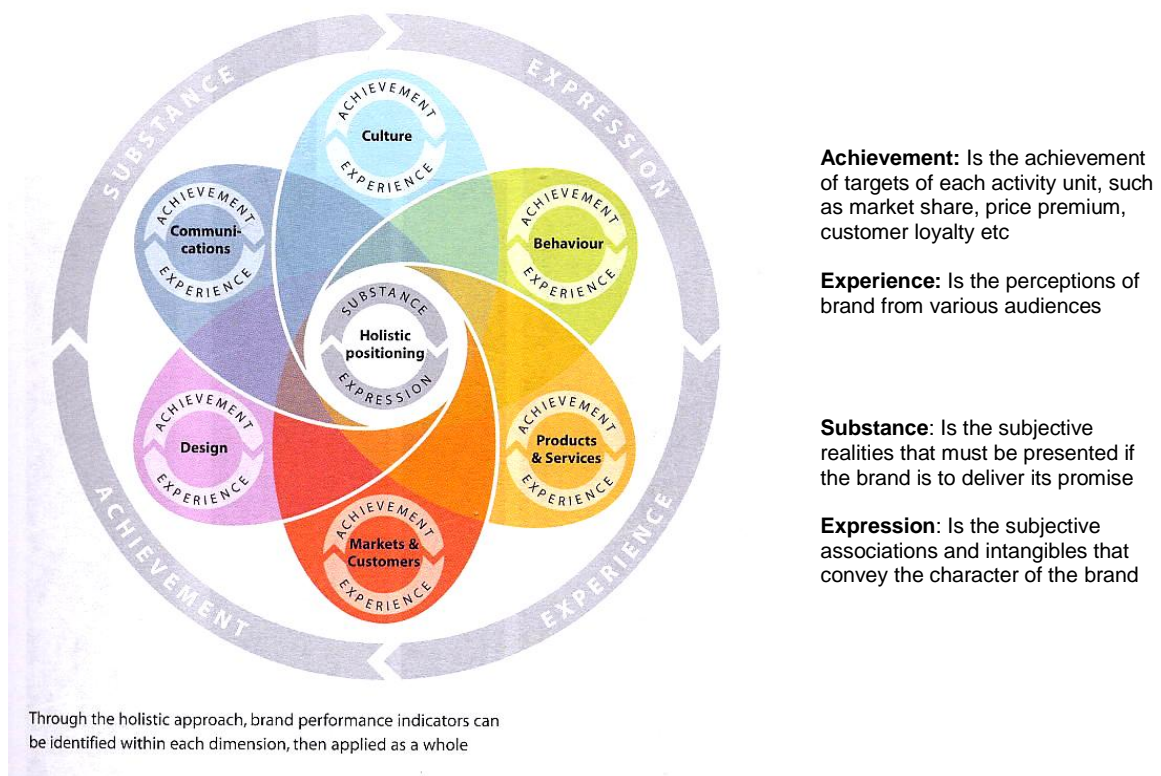


Fig 8.4.5 Exh5 The Holistic approach model as proposed by Schmidt and Ludlow (2002: 39).

The model clearly suggests that the functional activity units contributing to Corporate Identity, (called dimensions), are culture, behaviour, products & services, markets & customers, design and communications. Within each activity unit the concepts of achievement and experience are introduced (see Fig 8.4.5 Exh5 for explanation).

The constructs of achievement and experience are then compared to the construct of “Holistic Positioning” within which two further constructs: substance and expression are introduced (see Fig 8.4.5 Exh5 for explanation).

In the absence of a clear explanation of the model by the authors, this researcher understands that the every activity unit has as a reference the values expressed by the substance and expression of its “Holistic Positioning”. Then each activity unit has to take the appropriate actions to alter its outputs so that the wished substance and expression required for a holistic positioning will be reflected in their own outputs of achievement and experience. As such it is congruent with the thesis viewpoints in relation to Corporate Identity control.

This model of Schmidt and Ludlow (2002) assists the senior management of an organisation to keep in view its overall Corporate Identity goal so that appropriate measures can be continually implemented in terms of all the Corporate Identity units. This model also allows each activity unit to operate with their own individual methodologies or management tools.

In this researcher’s understanding, this model is of theoretical rather than operational value. It confirms the view that an effective control of Corporate Identity can be achieved with collaboration of the outcomes of various activity units, however it is not clear how this collaboration can be accomplished. Arguably, this model has a visual power to indicate to decision makers that the actions and outcomes of their operations influence and are influenced by Corporate Identity. However, when it comes to practical application there are no indications as to how such outcomes can be achieved or integrated. This identified gap in literature is addressed by the model proposed by this researcher in 8.6.1)

The last model identified in Corporate Identity literature and reviewed here is written from a business perspective and was proposed by Suvatjis, et al.(2005). It suggests the integration of outputs of the various operational units of organisations, and as such is congruent with the thesis observations. This model consists of four stations (the initial proposal included six stages, similar to the Schmidt and Ludlow model, See Suvatjis, et al. (2004).

Each station encompasses various activity units. The model is presented in Fig 8.4.5 Exh6.

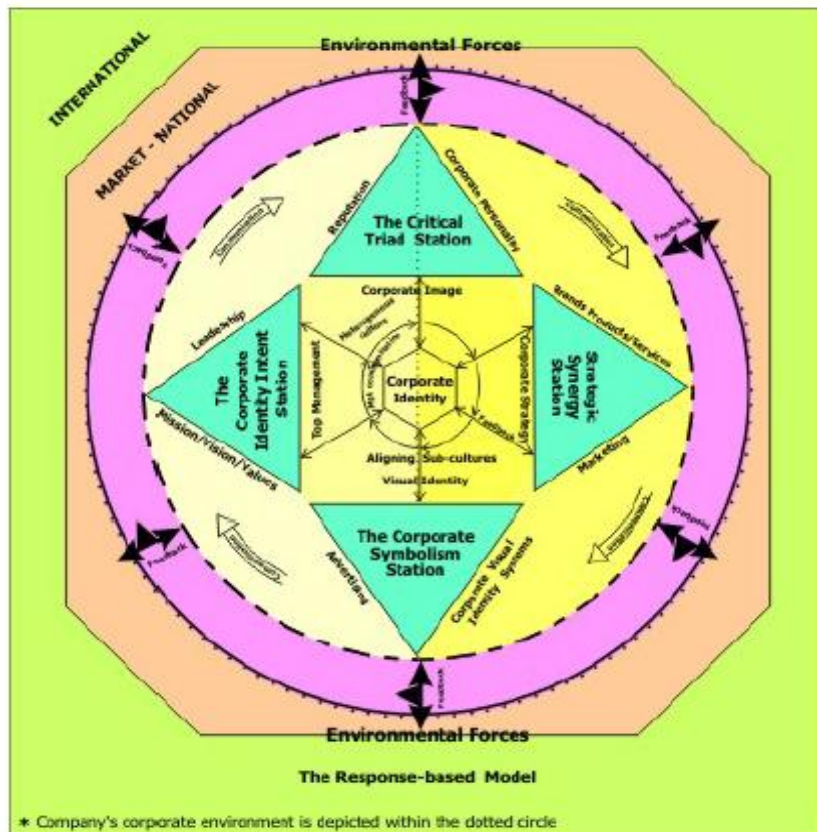


Fig 8.4.5 Exh6 The Four – Station Corporate Identity Model of Suvatjits, et al. (2005:7).

According to the authors: –

“The model urges managers to identify the multidimensionality of their Corporate Identity and manage this from a systems perspective, recognising the way that changes in a variable affect others. The model also calls for a “new” multi-knowledgeable manager who can cope with ever changing corporate challenges and CI management.”

(Suvatjits, et al.,2005:5).

This statement really makes it difficult to understand its difference from the model of Schmidt and Ludlow (2002), since both models come to the same understanding, which is theoretical in nature. However the quote clearly suggests an uneasiness about how a single manager can control and oversee many interdisciplinary operations.

Although Suvatjits, et al.(2005), clearly state that their model manages the operations of Corporate Identity from a systems perspective, how this can be achieved in practice is not elaborated upon, and the only characteristic that seems to be similar to systems operation is that each ‘variable’ in this thesis context subsystems' output can influence the whole, which is Corporate Identity. A view that confirms the provisional conclusion of this thesis presented in Chapter3 where Corporate Identity was conceptualised as a continuum, - the proposed model for the creation of Corporate Identity proposed in fig 6.6.3 Exh1 and - the deductions for the effective control of Corporate Identity operations (6.6.4).

In this researcher's view, the fact that the model calls for one person to co-operate and manage all these operational units, in the absence of a tried and tested methodology, introduces possibilities for mistakes and misalignments in the process. This is because organisations operate with the help of various individuals who all have their expertise, their own ways of achieving goals and these ways are subject to their educational background, discipline and personal experience. These specialised methodologies employed by separate functional activity units to achieve their own specific aims and objectives were seen in Fig 2.4.4 Exh1, Exh2, Exh3. For example, Olins described the generic stages that his design consultancy has adopted in various projects (Olins,1990a). Within these specific methodologies, other, more specialised methodologies might be used: for example, the ways to carry out audits to understand the nature of problem such as the method proposed from Olins and Selame (2002), or how to manage and align personal and corporate cultures of employees (Bromley,2001). In particular, all these methodologies are considered by this researcher to contribute to the operation of one sub system or activity unit of the whole system of Corporate Identity, therefore cannot be referred to as being holistic.

This researcher believes that it is time consuming, risky and difficult to drastically change the methods and operations of these different activity units. In addition, such a proposal will inhibit creativity and innovation. However, it is proposed that they could be co-ordinated and managed in such ways that their desired outputs can be specified, thus allowing them to use their own known and trusted operational methodologies. In this way Corporate Identity control will not rely in the hands of "a new multi-knowledgeable manager" but in the hands of an all round manager aware of the holistic nature of Corporate Identity, with good planning and analytic thinking equipped with an operational model to co-ordinate these multidisciplinary contributions leaving the experts working within the different activity units to achieve their targets in their own specialised ways.

The four models so far presented and discussed in this section indicate that Corporate Identity is expressed or created through an organisations': –

- Strategy, philosophy, culture, mission
- Corporate communications
- Design activities
- Marketing activities
- Behaviour
- Strategic issues and decisions

These models collectively support indirectly the thesis understanding of Corporate Identity or by turning this argument around the thesis' understanding of Corporate Identity underpins these

models. This is important since these authors do not provide in their publication a conceptualisation of the concept. In addition these models directly confirm its effective control to reside in the co-ordination of the worked outcomes of many activity units or sub systems of the organisation.

The models presented are descriptive and theoretical in nature, identifying who needs to be involved; but there is no indication as to how the involved parts are organised to operate as a single and consistent whole in the way that systems theory does. An indication that seems to confirm this understanding can be extracted from the working paper of Suvatjis, et al.(2005). Here, after qualitative research of the managerial applicability of this model amongst professionals in the field, it is reported:-

“Content analysis revealed that the model was regarded as useful and having managerial applicability, although business managers would prefer more training and guidance on how to use the model.”

In addition, in this researcher’s understanding there is no detailed information presented as to what should happen if one part fails to contribute in the expected way and how this may be detected and rectified early in the process. In these terms the proposed models, although valuable in explaining to client organisations who needs to be involved, provides little guidance as to how the whole system needs to be organised to operate as described by Schmidt and Ludlow (2002), and Suvatjis, et al.(2005).

In summary, Corporate Identity literature identifies the need for and the beginning of an operational systematic method of co-ordinating the operations of the activity units which contribute to Corporate Identity operations. This passage has also extracted some influences which should be incorporated in such an operational systematic model. These are:

- It is considered that the way to control Corporate Identity operations systematically is to organise these units in such a way that they produce compatible outcomes for effective use by other operational units.
- This could be achieved by identifying the input needs of each activity unit, and carrying out appropriate actions in order to guarantee that these inputs are delivered on time, are of the required content and presented in an appropriate format. Otherwise, delays and mistakes may occur in the process.
- In addition, an operational model that looks to overcome the difficulties identified so far should look to organise the operations of its subsystems in such a way that they are controlled by common objectives, at the beginning¹⁹⁵ of the operation, and there is an

¹⁹⁵ So budgets and resources can be allocated early in the beginning of the operations

integrating stage where all outcomes are brought together and tested prior to their public launch.

8.4.6 Are problems, input to units, project realisation, integration, feedback, referred to?

The conceptualisation of Corporate Identity as a system has directed this researcher to search the literature for problems reported by authors in relation to the system of Corporate Identity and to the operation of its subsystems – activity units.

8.4.6.1 General problems within the Field of Corporate Identity

Perhaps the most prominent problem in the field of Corporate Identity is the issue of terminology. The terms Corporate Identity, Corporate Branding, Reputation Management, Corporate Identity Management according to Argenti and Druckenmiller (2004:368) have become ‘buzzwords’ in organisation talk and often mean different things to people. Whilst in the academic world, according to Meijs (2002:20), “various academics in the field hold that we are still at the beginning of our attempt to sound the depth of the concept. To date, there is no unambiguous, generally agreed upon definition of Corporate identity.” This problem was identified in the discourses on definition and terminology used in relation to Corporate Identity (Ch2 and Ch4). However, authors whilst acknowledging this fact, continue to work on how its control can be better achieved in the absence of an holistic definition, for example see work of Suvatjis, et al.(2005).

An additional problematic area is the control of Corporate Identity at a holistic level (8.4.5). As an issue it concerns academics and puzzles practitioners, its complexity and multiphased nature, has led academics to the need to define what Corporate Identity Management is, (Research paper: “*Corporate Identity Management: Defining the Construct*” by Simoes and Dibb,2002), and practitioners to wonder whether it can be managed or not (“*The myth of Manageability of Corporate Identity*” by Meijs,2002). A problem identified in the operations of Corporate Identity by Capon, et al.(2001:215) is that “in most organisations brand management is entrusted to relatively junior managers, and senior managers have merely monitored the process”. For this reason, senior managers should engage in “brand custodianship” and the authors found that they “are poorly equipped” to perform this task, because the issue has been delegated to other members of staff or external consultants. The research project “*Brand Gap*” (Design Council, et al.,2002) identified an additional problem in the field. The researchers found that there were many examples in which organisation’s management was addressed with the problem of how to control and implement their brand throughout the various disciplines and

hierarchies of the organisation. Although, there are some elements of brand that can be controlled in particular visual elements, in the cases where the brand needs to be supported by human input, the implementation of the brand becomes a huge challenge, to which many managers and consultants have not come up with answers.

In this researcher's understanding, the task of managing and controlling a complicated operation such as Corporate Identity calls for an overall methodology that will allow the different subsystems to operate in their own methodologies, account for tailored personnel training and yet be able to co-ordinate these operations.

However, such a methodology should be subtle, easy in its application and, if possible, grounded in the existing and perhaps common knowledge and understanding of all the subsystems involved.

The reason for this is to avoid drastic changes within the organisational structure which might backfire on the exercise and that learning can be better facilitated when it is grounded in known, trusted and tested methods.

8.4.6.2 Problems in relation to the system of Corporate Identity

Schmidt in 1995 identified a lack of experience in the ability of management to recognise that various aspects of Corporate Identity need to be worked upon within common guidelines, and as a result failed to co-ordinate and direct various aspects of Corporate Identity. This results in fragmented management of Corporate Identity operations.

The "*Brand Gap*" research report clearly stated that:

"Concern was expressed by a number of respondents regarding the lack of definition of corporate brand strategy within their organisations."

Design Council, et al. (2002:2)

This seems to indicate that although organisations have appointed people responsible for the management and co-ordination of Corporate branding (Corporate Identity), they lack systematic procedures, which might be understood as 'strategy', to co-ordinate and control everybody involved, although as seen in 8.4.5 plenty complementary models listing the active units have been proposed.

In addition, concerns were expressed that corporate branding issues sometimes fail to be acknowledged by an organisation's management as important, when compared to other organisational functions such as, sales, strategy etc. Therefore no appropriate strategies are developed. This practice contrasts with the findings of Burghausen and Fan (2002), examining the attitude of employees towards branding, who identified the need for branding to be a concern for all the operations of an organisation.

Argenti and Druckenmiller (2004:371), recognised an additional problem, which seems to inhibit the holistic control of the system of Corporate Identity:-

“There are limited numbers of qualified managers who have the breadth of experience and expertise to facilitate the development of a corporate brand across all the communications disciplines, including advertising, public relations, promotion, philanthropy, and internal communications.”

In this researcher’s understanding if it is difficult to find people with the breadth and knowledge of these different disciplines, surely it must be even more difficult to find people who can also manage additional disciplines such as design, personnel training, IT, logistics, business, R&D, and so on.

However, this published material clearly indicates that there is an acknowledgement and evident concern that Corporate Identity operations should be controlled as a whole and professionals lack operational tools for this task.

Having identified some reported problems in the control of the system of Corporate Identity as a whole, it was considered appropriate that the reported problems within the subsystems of Corporate Identity should also be explored.

8.4.6.3 Problems in relation to the subsystem of external consultants and third parties

Bernstein (1989), expressed his view that the problem of Corporate Identity control is partially due to the fact that organisations assign their corporate communications to external consultants, and agencies who are briefed and report to different managers. This problem indicates a failure of the organisation to direct its managers who then are asked to provide briefing specifications to external consultants, agencies, contractors etc.

Evidently, if systems theory is followed inconsistent inputs to subsystems will create inconsistent and incompatible outputs.

The “*Brand Gap*” research report, also mentioned particular problems that organisations face in their co-operation with creative external agencies or consultants. One respondent in the research was quoted to have said.

“I would rather it was 4 or 5 weeks before an artist touches a piece of paper and the agency goes through the whole process of ensuring that we share the same strategic vision and we get clarity of purposesome other agencies will rush off and come back with 50 little drawings and say which one do you like?”

Corporate Brand Custodian (interviewee) quoted in Design Council, et al. (2002:24)

According to Kitchen and Schultz (2003) the varying levels of management within organisations and the varying external people employed to carry out corporate communication

operations are responsible for causing problems to organisation's "communication planning". The authors propose that in order to achieve coherence in all transmitted messages they should all work in synergistic ways. This brief comment of the authors supports this researcher's understanding of Corporate Identity to be the result of the synergy of outputs, presented in chapter 2.

This problem indicates that there is lack of a methodology that brings together and co-ordinates all the relevant subsystems (activity units) and provide them with appropriate input material to produce a synergistic and integrated outcome.

8.4.6.4 Problems related to the subsystem of Marketing

Kitchen (1997:29) reported that research findings in the UK, indicated that Corporate Identity communication is under the control of marketing departments and not in the corporate communication area. However, the interaction between these two organisational activities is "tentative and embryonic in nature".

This lack of interaction in the view of this researcher might lead a fragmentary information exchange between the two subsystems resulting in less effective or perhaps incompatible outcomes.

Stuart (1999:205), realising that this lack of co-ordination is a problem in Corporate Identity operations, stated that "it is important for marketing communication to be synergistically integrated with management and organisational forms of communication." Despite different authors' proposals for integration, such as the model presented by Ind (1998), the literature continues to present opinions expressing concern that it is difficult to manage all the points effectively where external audiences come in contact with the organisation because organisations communicate with their external audiences in so many ways through so many of its facets (Van de Bosch, et al.,2004).

It seems that the operations of Corporate Identity could benefit from synthesising the relevant subsystems (according to a specified task) and provide the conditions in which these subsystems can work together.

8.4.6.5 Problems related to the subsystem of Market Research

Romano (1996:28) identified a problem in relation to information gathering from market research. The organisation sees its brand from a marketing point of view as having a set of attributes, with which it tries to match the competition, while consumers look at the Gestalt of the product and sometimes in isolation to the attributes of its competition. This results in faults in information gathering because consumers are asked their opinions on attributes that have

been set by the organisation. So market research “can become unnecessarily complex and in some cases an unrealistic way to look at a brand”. This problem as identified by Romano indicates that the outputs of market research might not be accurate. In this researcher’s understanding this can affect the processes of other subsystems such as design, marketing, advertising, new product development that all use as inputs data from the subsystem of market research.

Mitchell (2003:52), in his discussion on marketing operations in relation to branding, refers to a limitation to the current practices. This limitation is about the output of market research which is then fed to marketing. “The battle for access to rich, up-to-the minute volunteered information from potential buyers is only just the beginning”. This comment in the context of this discourse is considered as a problem, since functional units, such as design, advertising, and marketing all need tailored and up to date information to function effectively. But an all purpose market research can be irrelevant even if it is up to date. For example how would effective information acquired from an “information company” on the brand ranking be beneficial to a designer, or somebody that works in the PR, department?

The relevance of information input in the function of functional units was an additional topic that Corporate Identity literature was found to be wanting and further research to this matter would contribute towards the effective control of Corporate Identity.

8.4.6.6 Problems related to the subsystem of Design

Sackett and Kefallonitis (2004) reported little evidence of methodologies that link product features to consumer perceptions with regard to organisation’s brand. This limits the expression of brand through product design because the product at its creation is separated from the organisation’s brand concept. As a result, higher levels of brand embodiment into product design should be incorporated at the stage of inception.

This finding reinforces this researcher’s understanding on what the contribution of designers in Corporate Identity operations should be, where one of their roles was understood to be that: “designers are adopted by an organisation to empathise with its own style aspirations and otherwise communicate its existence/ purpose to people who might be interested” (Fig 6.4.2 Exh2). The finding clearly suggests that the subsystem of design falls short on this issue.

8.4.6.7 Problems related to the subsystem of Public Relations

Sigala (2005), in the context of hotel management, argued that Customer Relationship Management, CRM, is considered to be an active unit that contributes to Corporate Identity - brand management operations. Consequently, the focus of CRM should be to gather, and store appropriate information collected from the separate businesses of the group – share it throughout organisation's parts – where the information can be used throughout the organisation to form personalised and unique experiences for their customers, thus contributing to Corporate Identity. The author as a result proposed that CRM operations could benefit from the alignment and integration of three managerial processes: – Information and Communication Management Relationship Management – Knowledge management.

The work and proposal of Sigala, in the context of this discourse indicates that CRM as currently practised in the hotel market lacks the appropriate input of information despite its availability from other activity units, thus limiting its effective contribution to Corporate Identity control.

In terms of Corporate Identity operations, it seems that the researched organisations, by Sigala, did not take appropriate action to allocate and synthesise a plan in which the relevant interactions of activity units could be better organised to produce appropriate outputs for utilisation by other active units. This observation although extracted from published material written from business (hotel) management point of view, is not limited to the interaction of PR with IT but can be expanded to include other relating activities such as training of staff, design, marketing, etc.

8.4.6.8 Problems related to the subsystem of Human Resources

Martin, et al.(2005) identified some problems in relation to the involvement of Human Resources in the branding process. The evidence was drawn from an unpublished Economist panel survey on employer branding carried out in April 2003 and their own research in November 2003 according to which: –

- Branding was seen in equal measure either as a vehicle for change or as little as a logo
- Human resources were more likely to have greater relevance to employer branding than to marketing staff, as currently practised
- Human resources were only involved a little or only some times in branding operations and decisions, although employees were seen as important in supporting the brand image of the organisation

The contribution of Human Resource activities in Corporate Identity operations as expressed in Corporate Identity literature was briefly presented previously (6.4.4). Human Resources, has a

key strategic position within the organisation, and can contribute to the consistency of corporate communication and the recruitment of appropriate people, or with the provision of required training to existing employees, whose work can contribute positively to Corporate Identity operations. Martin, et al.(2005) also argue that Human Resources can contribute more to the consistency of Corporate Identity by detecting conflicts or clashing subcultures and take appropriate action to resolve these before they are reflected in day-to day operations and subsequently perceived by the stakeholders of the organisation. Such actions can reinforce an internal identification the absence of which has negative influence on the image and brand of the organisation (Martin and Beaumont,2003; Martin, et al.,2005). The collective understanding of these two publications indicated that such interactions are not taking place in practice whilst they should.

8.4.6.9 Problems related to the subsystem of Staff Training

The “*Brand Gap*” report also identified some problems that can be attributed provisionally to the lack of appropriate training in Corporate Identity matters. It is reported that some managers responsible for corporate branding operations (referred as custodians), report that they face ‘inertia’ and ‘resistance’ from staff within the organisation, when adopting branding guidelines and implementing them. A few responses also indicated “a lack of consistent commitment in the brand” which impacts negatively on the credibility of the brand amongst the employees, leading to conceptions of wasted expenditure on corporate branding. The reported lack of commitment and low appreciation of the corporate brand leads to an even bigger problem; the organisation’s lack of control of the way the brand is delivered.

Mitchell (2003:48), in his paper “*Beyond Brand narcissism*”, identified a problem in the operations of Branding. Branding unites two divergent trends: it is –

- seen as driving the concept of value in organisation’s operations
- an expression of corporate narcissism

In fact, these two trends “mean two opposite things....both sides coexist in the same companies and in the same individuals”.

Such a view suggests that within the same subsystem, people function with different goals, and it seems that the separation of functions is not clearly directed by organisations.

Dowdy (2003) identified an additional problem that could be accommodated with provision of training. It was suggested that the blurring of the boundaries between product and service challenges Corporate Identity management: For example, companies like Nestlé opening branded NesCafé coffee shop chains mean that organisations like Nestlé are entering new areas of business. Issues such as appropriate environment, customer service, staff training and

behaviour require new skills that need to be managed appropriately in order to contribute positively to Corporate Identity. If these new activity units are not included in the operations and don't work together to create consistent experiences for people, then the experience obtained from a high street NesCafé shop can alter the experience obtained from the brand (product). This identified problem supports this researcher's understanding of the role of the various 'displayed images' of an organisation, and their ability to create different 'perceived images' for different people.

In their research project on the operational level of Corporate Identity, Van den Bosch, et al.(2004) reported that little correspondence was found to exist on the use of measures¹⁹⁶ that organisations take to ensure consistent self presentation to the public, and the effectiveness of these measures because internal staff did not perceive them to be important. In this researcher's understanding a problem like that could be controlled with specific and tailored personnel training.

Surely, in a complicated project such as Corporate Identity control, task descriptions and job specifications should be explicit and if a lack of skills is identified then this issue should be addressed and be accommodated with appropriate training.

However, Corporate Identity literature seems to be short in raising such concerns and methodologies to accommodate such needs.

8.4.6.10 Problems related to the subsystem of implementation

The *Brand Gap* research report also referred to difficulties in controlling the implementation of brand manifestations. It was reported that:-

“The element of control (*of corporate branding*) was considered to be key. There are numerous examples where the implementation of the brand through various disciplines and hierarchies of the organisation proves to be particularly challenging.”

Design Council, et al. (2002:20 *italics added*)

Turner (2000), touched upon the problem of dissemination of operational information.

Occasionally in organisations once a facility or a service has been designed, its operation and maintenance ends up as the responsibility of people who may have little or no understanding of its design intent. As a result, ill-informed actions of people involved in the process can reduce the integrity of the product or service and therefore affect both the business proposition and its Corporate Identity. Turner's remark indicates that organisations lack operational procedures in their Corporate Identity to specify the ways in which designed outcomes need to be used, implemented and maintained. This was surprising to this researcher; in product design, after all, part of the design process is to produce clear and if possible illustrated instructions for

¹⁹⁶ Such as mission statements, design manuals, standard technical tools, induction programs etc.,

appropriate use and maintenance. Failure to do so has meant that organisations have had to face court action on various occasions. For a complex and important issue like Corporate Identity management, where people are the receivers and users of its outputs, this practice was considered inadequate and even at sometimes dangerous¹⁹⁷.

8.5.0 OBSERVATIONS ON THE INFORMATION AND METHODS USED IN CORPORATE IDENTITY CONTROL

8.5.1 Observations on information requirements

The material presented in appendix 8.5 (1) confirmed the roles of people in operations performing various activities at different stages of a Corporate Identity project, (2) indicated an interdependency of activities and (3) identified information flaw between individuals and across and within departments. For example middle management relies on the decision making of senior management in briefing specification goals, targets, etc. The active units in their turn rely on middle management for briefing, direction, clarification, steering of project, etc. However, specific information requirements and their content is not presented in Corporate Identity literature. For an important aspect of organisational development such as an organisation's Corporate Identity, it was surprising to find that there is no practical and workable framework established for information requirements.

Design disciplines such as architecture have well established methodologies and information databases, which can be used in architectural projects reliably. For example, the RIBA plan of work incorporates stages of decision making. The activities of these stages are well recorded, as are, information requirements and their sources, production of information for other units, bills of quantities, site operations etc., (Lawson,1988).

In the engineering design process it is also indicated that at the stage of 'conceptual design' engineering science, practical knowledge, design practice, production methods, research findings and commercial aspects are brought together – otherwise delay, unwanted expense or even failure will occur in the process ("*Engineering design methods*" by Cross,1989). According to Cross (1989:32); "it is necessary to have a clear systematic approach to design, so that specialists' contributions are made at the right point in the process".

¹⁹⁷ For example specifying slippery flooring material without specifying maintenance rules and procedures to shops, or designing freestanding information stations for which power and data cables are not secured, therefore breaching Health and Safety regulations.

In Corporate Identity operations the work as carried out and reported by authors is linear, straightforward, almost like a black box operation where everything is taken care by an unknown process, and organisations take what they ask for: a logo, an interior, an advertisement, a training programme for staff.

“Design methods” by Jones contains descriptions of 35 methods for exploring design situations in relation to: –

- Information components (stating objectives, literature searching, interviewing users, questionnaires, investigation of user behaviour, data logging and reduction.)
- Methods for searching for ideas and generating more information (brainstorming, removing mental blocks)
- Methods for exploring product structure (interaction matrix)
- Methods of evaluation (checklists, criteria selection, ranking and weighting, specification writing)

According to Cross (1989:37), such methods:–

“provide the means by which all the members of the design team see what is going on and can contribute to the design process.”

Such a method for organisations to organise, the relevant people, ensuring that the required information will be available when needed for use, however was not found in literature of Corporate Identity.

In addition architectural processes are linked to specific information requirements covered in technical literature, conditions of engagement, acts of parliament, space design criteria, past project descriptions, specification with reference to British Standards, information published by advisory organisations etc., (Chidlow,1991). The lack of control of Corporate Identity practices and evident mistakes indicates that such information is not compulsory and it is not applied in practice.

Corporate Identity literature indicates that various data is gathered by either consultants or a market research agency in order to feed some activities at different stages of the Corporate Identity programme. However, it seems that the people who actually perform the task of design are reliant on research performed by others. In the absence of details on this matter it was decided that the following question should be incorporated in the Field study of this research:

- Who should initiate and brief the research department to carry out research projects relevant to design matters?

According to Formosa (1991:15); “studies that have been performed by others may be inadequate either because they were developed for another purpose, or because the researchers

did not visualise how their findings could be applied”. In the context of design in Corporate Identity applications this view is important because data extracted by a general purpose research project can be of little use for design specific application. For example, if market research indicates that customers believe that an organisation is outdated, the first question of the designer is “what creates this impression?” in the context of this thesis:- which feature of the ‘displayed image’ needs tuning? Is it the appearance of the products, the services, the communications, the interiors of its network, or the ways in which technology is or is not used?

Finally, Corporate Identity literature does not present any evidence of the ways that market research projects are initiated, therefore issues of :

- Who generates, contributes to the questions to be asked?
- Who contributes and how to the question’s formation?
- Is the information generated by market research departments appropriate for direct use by design departments, - marketing, - human resources, etc.,?

were incorporated in the semi structured interviews for the Field study of this project

8.5.2 OBSERVATIONS ON CORPORATE IDENTITY OPERATIONS CONTROL

Section 8.4.1 found that in Corporate Identity operations, certain activity units are frequently involved. These units are presented in Fig 8.5.2 Exh1.

Authors	Point of view	Activity units that are involved in Corporate Identity operations
Gorb and Turner (1992)	Design Consultancy	<ul style="list-style-type: none"> ▪ Design Management ▪ Corporate Identity Management ▪ Planning ▪ Maintenance ▪ Safety ▪ Supply of Materials ▪ Quality Control ▪ Finance ▪ External consultation ▪ Construction
Schmidt (1995 and 2000)	Design Management	<ul style="list-style-type: none"> ▪ Culture ▪ Behaviour ▪ Products and services ▪ Communication ▪ Design ▪ Markets and customers
Capon, et al. (2001)	Business Management	<ul style="list-style-type: none"> ▪ Advertising ▪ Public relations ▪ Service development ▪ Product development ▪ Channel support ▪ Customer reward systems ▪ Brand custodian
Design Council, et al. (2002)	Design Management	<ul style="list-style-type: none"> ▪ Brand Custodian ▪ External agencies ▪ Internal staff ▪ Marketing
Einwiller and Will (2002)	Corporate Communications	<ul style="list-style-type: none"> ▪ Board ▪ Corporate Manager ▪ Internal communication ▪ Relationship management ▪ Market communication ▪ Marketing ▪ Public relations ▪ Personnel
Melewar and Jenkins (2002)	Corporate Reputation	<ul style="list-style-type: none"> ▪ Corporate Communications ▪ Visual Identity ▪ Behaviour ▪ Culture ▪ Market conditions
Argenti and Druckenmiller (2004)	Public Relations	<ul style="list-style-type: none"> ▪ Creation of logo ▪ Creation of name ▪ Corporate advertising ▪ Public relations ▪ Promotion ▪ Philanthropy ▪ Internal communications ▪ Reputation Management

Fig 8.5.2 Exh1 Table summarising the proposals of authors on which activity units are involved in the practice of Corporate Identity operations.

The activity units presented in bold typeface are the ones that have been referred to by more than one author. Collectively this material confirms the multidisciplinary nature of Corporate

Identity. The contents of this table also confirm the conceptualisation of Corporate Identity as the end result of the operations and the outcomes of various activity units.

However, some activities identified in the thesis to have been involved in Corporate Identity operations – activities such as Market Research, Staff Training, Logistics and IT – are not included in the work of these authors. This observation confirms the partial treatment of Corporate Identity by authors and further indicates that although the authors may characterise their work as holistic, when the activity units that should be involved are examined, certain activity units are left out.

The relationship of outcomes to Corporate Identity was firstly introduced in Chapter 2, discussed and inferred in the subsequent chapters and is confirmed here.

The view that Corporate Identity can be controlled more effectively by co-operation of different activity units and integration of their outcomes was also inferred and argued throughout this thesis and the discussion of the four management models to facilitate this task confirmed this need. The models proposed by Schmidt and Ludlow (2002) and Suvatjis, et al. (2004 and 2005) were found to be visual, theoretical models about co-ordination rather than practical models of how such a co-ordination can be achieved. This is because the useful details of how these activities are organised individually and concurrently to contribute in a holistic and systematic manner to the operations of Corporate Identity, were not found in these models.

This was curious given that the consistency of Corporate Identity manifestations – in this thesis conceptualised as outcomes – was considered by most authors to be of immense importance! This limitation of Corporate Identity literature offers a possibility for further academic enquiry in the field and practice of Corporate Identity and any effort to identify possible ways to organise the activity units, described in the reviewed models, will complete the picture. In particular the discussion of these models (8.4.5) as well as the operational problems identified between the activity units of Corporate Identity operations (8.4.6) suggest that organisations need a practical holistic framework that organises the relevant activity units in ways that integrated therefore consistent ‘outcomes’ can be achieved.

In this researcher’s opinion, Design Systems methodologies is an appropriate approach to achieve this. In addition, used and established methods to organise parallel or consequent activities, appropriate data to be used as input in the operations, codes of practise, established reference material might also contribute.

Appendix 8.1 presents some problems of Corporate Identity operations in relation to brief writing, appendix 8.2 presents problems associated with mission statements and appendix 8.3

summarises some of the problems identified in the thesis so far which should be taken into consideration in a prospective proposed methodology. Re-examination of the problems identified in these appendices in relation to the effort for integration of outputs and concerns of authors to this matter enabled this researcher to observe and extract some of the characteristics that such a prospective framework should incorporate. It was understood that a structural tool – methodology of integrating the outcomes of activity units should accommodate the following criteria. Some¹⁹⁸ of these are summarised in the following bullet points:-

A newly proposed practical working framework should:-

1. Foresee the allocation of required tasks, budgets , training and resources
2. Facilitate the understanding and promoting the principle that activity units depend on each other's outcomes to contribute to the whole
3. Accommodate the need that each activity unit should have a pre-established task specification – job description – to follow
4. Allow each activity unit to work individually, choosing its own methodologies to operate, whilst controlling its contribution in prescribed ways to the whole
5. Accommodate the establishment of common values, targets, deadlines and goals
6. Facilitate succession planning between units
7. Spreads responsibility between various activity units and allowing problem rectification
8. Facilitate control and integration of outputs of external and internal contributors
9. Be easy in its application and grounded in existing and common knowledge of the people working in the different activity units

¹⁹⁸ The list is not complete since the thesis concentrated on the field of corporate Identity as a whole rather than its detail. The discussions and observation of the thesis were considered as different research projects within the field, where a preliminary work was carried out by this researcher.

8.6.0 CONCLUSIONS

The discourses on the Secondary Diagnostic Questions devised to explore the activity units involved in Corporate Identity operations, the information components referred to in literature to be important to the operation of these activities, and the nature of the links between these activity units, collectively contributed to the following conclusions.

1. Corporate Identity can be conceptualised operationally as the end result or outcome from the synergy of various activity units
2. The operational principle of this synergy is that all involved activity units need to produce specific, appropriate and co-ordinated outcomes
3. The operational level of Corporate Identity control bares similarities to the operations of a system
4. Each activity unit in the system of Corporate Identity can be conceptualised as a subsystem
5. A prerequisite principle of the operation of a system is that each subsystem requires specific and appropriate input¹⁹⁹ to produce the required output
6. Practical and academic scholars in the field of Corporate Identity, seem to have left out of their enquiry the nature of the links between the various activity units and the form of their required inputs
7. If the whole system is to work effectively then these links need to be understood and planned in the holistic process
8. There is a need for a systematic methodology that organises and co-ordinates the overall operation of these subsystems, incorporating the criteria presented in 8.5.2

However to achieve this all the parties involved need to have a common practical understanding of the form of Corporate Identity in order to perform as a system. The thesis' conceptualisation of Corporate Identity facilitates this principle.

¹⁹⁹The input might be either data to be used in the further operation of the system, or small scale complete pieces of work.

8.6.1 Systems design in the control of Corporate Identity operations

Most areas of professional design and realisation have their own cultural methodologies – learned by individual practitioners at formative stages in their academic vocational training and from experience gained of operations culture, from subsequent employment, etc. All of these methodologies are different, ranging from intuitive/creative skills, to highly systematised, formulaic methods used to achieve strict functional requirements, as in the specification of military projects, complex systems development, etc. As design projects become more complex and demanding in terms of their outcome requirements, there is greater need to assure the quality of those outcomes by setting achievable objectives and to positively reduce the risk of any part of the project failing to meet the required standard.

To address this problem area, pioneers such as W T Singleton and B Shackel researched human activities in relation to complex equipment use. The systems model first introduced by Singleton proved to be an interesting and practical concept from the start. Broadly, Singleton proposed that in complex design projects, every part of the system needs to perform in a specified way and produce relevant outcomes for practical use by the next part or component of the system.

This is precisely where Corporate Identity operations seem to fall behind.

Since its introduction, the systems model has been continually revised for broader application in an increasing range of projects and in designers' education. Revision included not only the development of the model, but also work undertaken in developing particular stages of the model – for example in the stage of Allocation of functions.²⁰⁰

The resulting analytical and systematic approaches had profound influence on large projects such as the first Moon landing, and that essential methodology was formally incorporated into design education texts.

“Systems design is therefore to be regarded as an educational and disciplinary procedure which encourages a logical and systematic approach to the problems of making design decisions.”
(Applied Ergonomics Handbook, 1974:122)

According to Applied Ergonomics Handbook (1974: 115) an additional specific purpose of system design is to accept certain inputs in the form of the system objectives, and transform them into the required outputs – as illustrated in Figure 8.6.1 Exh1:

²⁰⁰For historical review of the work undertaken in the stage of “Allocation of Functions” see Applied Ergonomics Handbook 1974: 116. So at this stage in 1950's it was thought that the criterion of the cost/value function should be introduced. In 1960's two more criteria were added, the need for integrated tasks to utilise every human capability and the need of large systems with graded tasks which will match the capabilities of different capabilities and knowledge of different operatives.

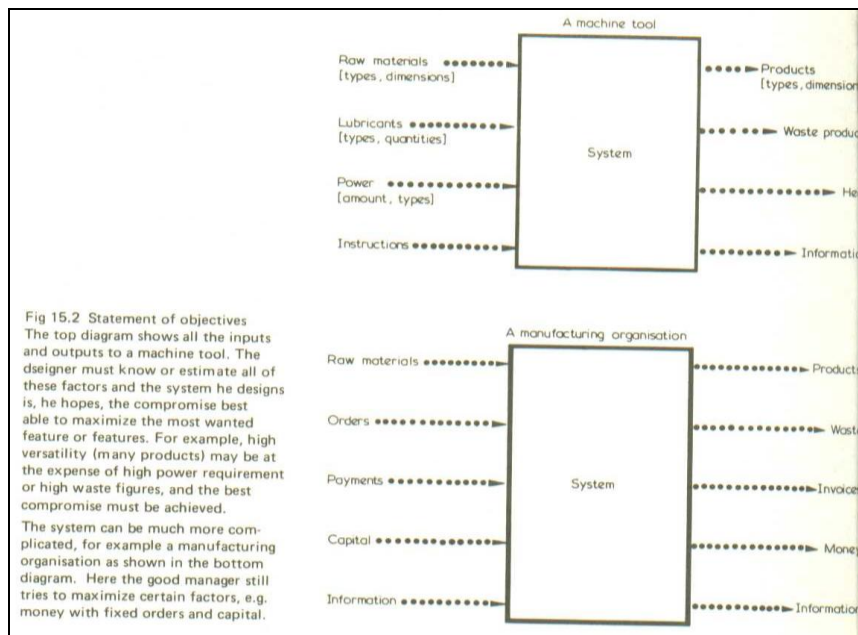


Fig 8.6.1 Exh1 Inputs – System – Outputs: Applied Ergonomics Handbook, 1974:116.

This function was considered to be particularly important to Corporate Identity control, since different disciplines need to co-operate to produce integrated outcomes.

A simplified version of the System design process model is illustrated in the following figure.

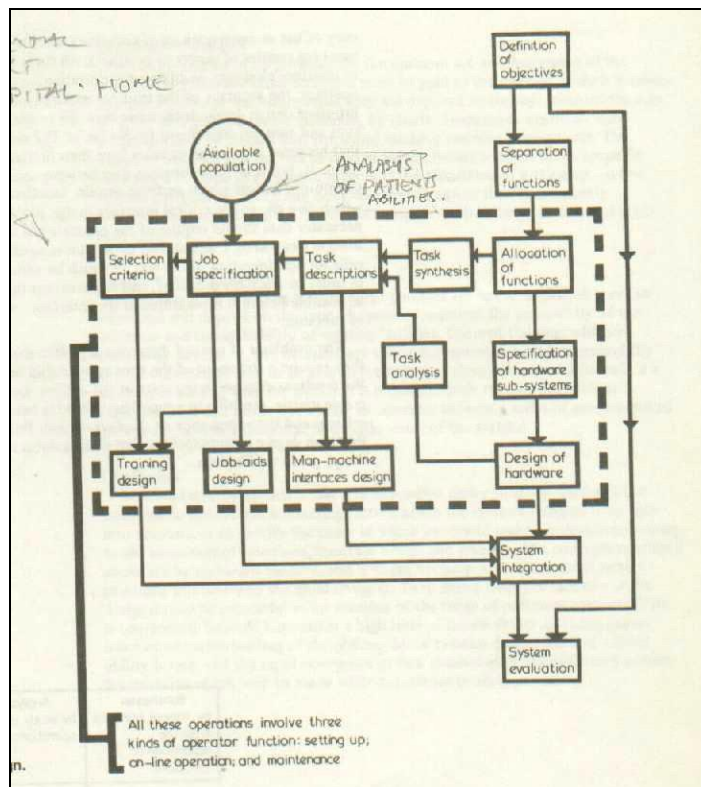


Fig 8.6.1 Exh2 Singleton Model. Source of model Applied ergonomics Handbook, 1974:122

In complex systems, often disparate design and realisation operations must be able to combine their outputs if they are to contribute to well integrated outcomes. So why not the same for Corporate Identity operations which have previously been seen to be as complex and multidisciplinary in nature?

A study of Singleton's model indicated that could be a good starting point to be used as a basis in this researcher's attempt to create an operational model applicable to Corporate Identity Mechanism. In addition, the Singleton model is compatible with well established proven to work risk management methods such as Critical Path Analysis, Strengths, Weaknesses, Opportunities and Threats Analysis, Gantt Charts all of which are common knowledge to business and design professionals. For a brief explanation of these methods see Appendix 8.4.

8.6.2 Reasons for the selection of Systems design model as a reference model towards more effective control of Corporate Identity operations.

The fact that many disciplines are involved in Corporate Identity operations in the form of different departments and the established need for integration of activities, led the researcher to the conceptualisation of Corporate Identity as a mechanism.

This mechanism can only operate efficiently when its different parts operate as expected (as specified). The assumption of this relationship of the whole mechanism (Corporate Identity) and its functional parts (different organisational departments which contribute with their outcomes) led the researcher to look for existing, tried and tested process models which took in account this relationship.

From an operating point of view, this relationship exists in Industrial design in the form of the relationship between the final designed outcome and its parts. Industrial design process models have been revised, and all were found to contribute aspects which could possibly be incorporated in the design activities of Corporate Identity operations. But can a Systems Design Model also be applied in the systematic control of all the activities of Corporate Identity operations?

In 8.4.5, Corporate Identity was conceptualised as a system in which effectiveness is linked to the ways in which its different parts (organisational departments, or teams), conceptualised as activity units co-operate. When schematically illustrated, this co-operation takes the form of different activity units A,B,C,.....X connected together through relationships involving inputs and outputs. See Figure 8.6.2 Exh3.

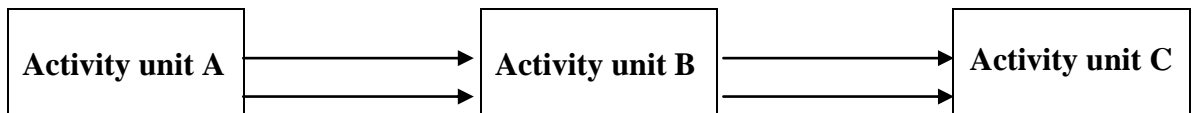


Figure: 8.6.2 Exh3 The outputs of activity unit A are used as inputs for activity unit B etc.

Although Fig 8.6.2 Exh3 is a basic linear schematic representation of process which in practice involves feedback loops and communication of some parts with more than one part, it helped this researcher to narrow her thinking into process models which made use of the input and output relationship.

In 8.4.5 the concept of ‘system’ as understood in biology and social theory was briefly explained, in design, Jones (1967:1) argued, a system is:

“A number of parts which are connected together in order to transform a given set of inputs into a given set of outputs.”

As the sum of ‘perceived images’ created by the ‘displayed images’ of organisations, then, Corporate Identity could holistically be conceptualised as a system. Bertalanffy (1950) defined a system as “a complex of interacting elements”. The interacting elements of a system as explained by Bertalanffy may have a different operational behaviour when combined than when they are not part of a system.

This quality of a system, seems also to be applicable in Corporate Identity where its constituent parts; co-operating departments may well operate in different ways when they are not engaged in Corporate Identity operations. For example a fine artist or designer will be expected to operate differently when employed by an organisation to contribute to their Corporate Identity operations, and differently when working on very focused details of his/her own a project. Chapter 2 and 6 also indicated that internal personnel and the way they behave is one of the most important factors that determine Corporate Identity. According to Applied Ergonomics Handbook (1974: 114); “systems design differs from engineering design in the importance it attaches to the human operator as an integral part of the system to be designed, and in the emphasis it places on the suitability of all components for the functions to be allocated to them for the achievement of the overall purpose”.

Therefore it can be observed that Corporate Identity operations resemble the operation of a system. This suggests that Corporate Identity Operations might²⁰¹ well benefit from Systems Operation models.

²⁰¹ This assumption, which was a result of this discussion was strengthened in the light of the explanation of systems design by Wikipedia,2008 where “Systems design is the process or art of defining the architecture, components, modules, interfaces, and data for a system to satisfy specified requirements”. With clear corporate objectives and a method (system methodology) to organise the operations of different departments Corporate Identity operations could be controlled more effectively.

8.6.3 The modification of Singleton's Model to assist in the systematic control of Corporate Identity operations

Based on this assumption it was thought that the systems operational model devised by Singleton presented in (Fig 8.6.1 Exh2) could be used as a basis, which according to the identified suggestions of authors for a better management of Corporate Identity operation seen in this chapter could be slightly modified and adapted for Corporate Identity Operations. A modified Singleton model adapted by this researcher is illustrated in Fig 8.6.3 Exh1. The adapted model shows the relationship of various activities: to overall project requirements, through process stages of integration, evaluation, and modification, which are used logically to aid the achievement of required outcomes. This process offers significantly better control of the interaction of these activities, and their reliability of their output, than perhaps any other methodology. This is because the systems approach considers the individual and often separated activities as part of a whole process. Additionally, each activity unit operates as an independent entity (using its own methods) but additionally also operates as a sub-system should:- producing outputs to fit the input needs of the next in process activity unit. The essential simplicity of the model enables the combined operational output to be evaluated with reference to the initial system objectives. When any problems are found, they can usually be better understood and then accurately directed back to the most appropriate activity sub-system for revision. Finally, the model is also compatible with other project management tools and methodologies such as Critical Path Analysis and Gantt Charts, which are used to establish system priorities, dependent and independent operations, time scales, etc.

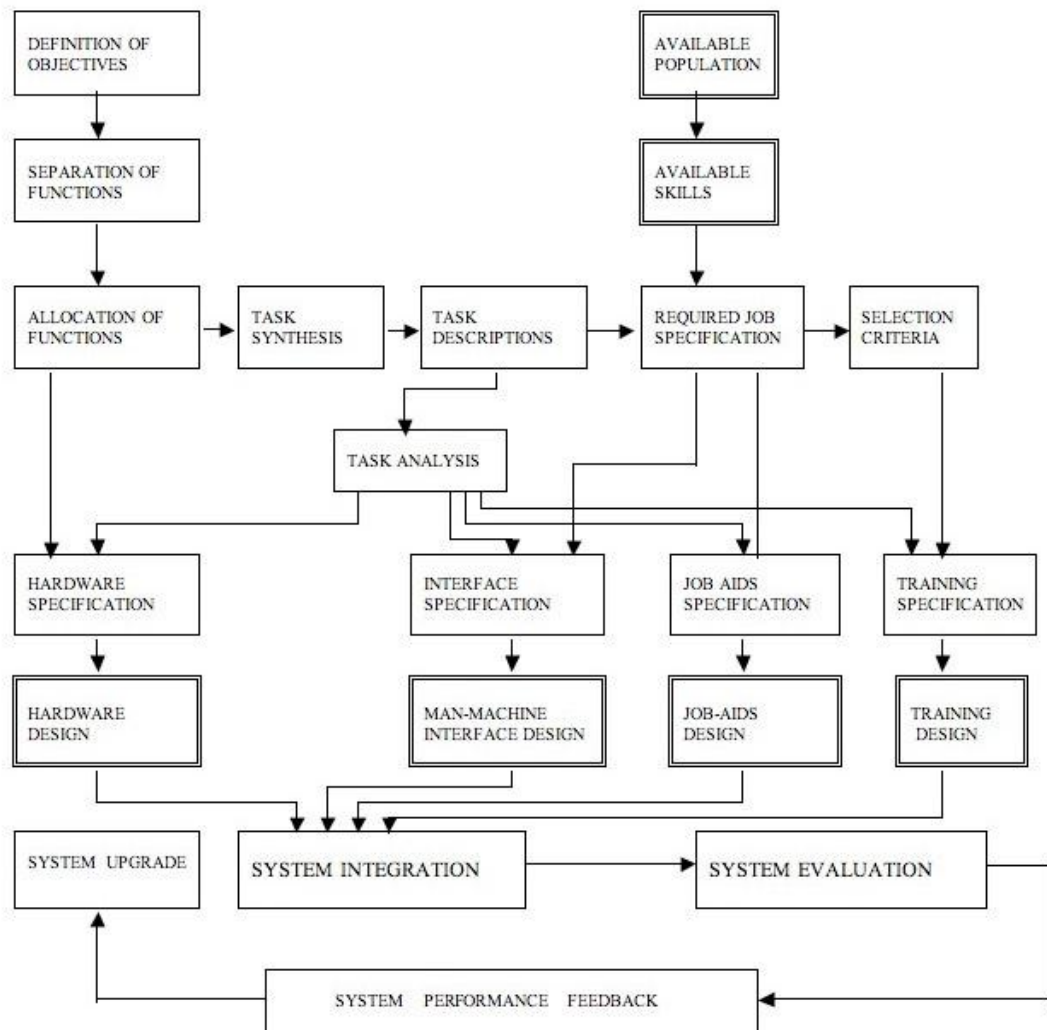


Fig 8.6.3 Exh1 The adapted Singleton model to assist systematic control of Corporate Identity operations (Miggou, 2003).

General principles of the proposed operational model

To see how the model of 8.6.3 Exh1 applies to the control of Corporate Identity operations, the general required conditions and principles of the model will first be explained; then a brief step by step explanation of each of its stages will be presented.

The activity sub-systems, such as design, sales, marketing, training, etc, as seen from the thesis so far have been identified as an operational problem of Corporate Identity that often exists, because these sub-systems frequently run as rather independent activities within an organisation. The model allows for this independent activity so that the departments do not

need to be gathered under an umbrella²⁰² department or be in the same building to achieve a co-ordinated holistic outcome. This is because, in the execution of the holistic steps leading to the four design areas, all the participating subsystems have consistent and co-ordinated inputs, task descriptions, job and resources specifications, to carry on with their otherwise independent and discipline oriented processes. The system also facilitates early communication links between these units.

In this model, (Fig 8.6.3 Exh1) there are four traditionally separate design areas shown in boxes framed with a double line. These are:

- Hardware design
- Man machine interface design
- Jobs aid design
- Training design

These are frequently further sub-divided into several more specialist design sections. Research activity typically provides input data to inform all these activities, and the output from design activities provides the essential input to the manufacturing and other realisation activities. All activity sub-systems require reliable and appropriate input, to produce reliable and appropriate output. Material data from any activity intended as an input must be compiled to inform the next activity correctly and sufficiently (but not to excess). Typically, this process of informing involves communication between people in the connected activities (sub-system), and whilst this works, it is usually considerably less perfect than the communication between functioning machine sub-systems.

Designers need project specific information, in a form that is appropriate for use. If the input information is not sufficient, design activity will either stop, demand better information, or improvise to produce work that may or may not be acceptable. This is important because the literature review and the Field study of this thesis indicated that design outcomes are often evaluated according to unspecified criteria, that may appear later, or much too late at the end of the project (8.4.4, appendix 8.5). All necessary information should ideally have been available at the start, or at a time when appropriate revisions could have been incorporated.

The model also allows Design activities to use research data in the form of Standards or Codes of Practice, market research activity, etc, extracting the appropriate information from this material necessary to fit the application in hand (Starkey, 1988). The design activity may produce an output on this basis, which will typically involve some creative manipulation of the input, and proposals generated should be a good fit with the output specification. However, the

²⁰² As previously suggested by authors e.g. Einwiller and Will (2002) see Fig 2.4.5 Exh2

design activities will usually need to explore compromises between conflicting input and output demands. These various decision-making issues can be very complex and in the absence of the model such decisions might be based on intuition. The model also allows the possibility of raising new questions early in the process. Such questions may demand investigation within the design activity sub-system, or it may need external assistance. The opinions of the managing director; the sub-contractor, the customer, etc, can produce acceptable answers quickly, but a more formal specific research plan may be required to generate reliable new information on which to base a better design output to fit the required purpose.

8.6.3.1 STAGE BY STAGE EXPLANATION OF THE ADOPTED MODEL

Perhaps all projects start with an idea which is developed as a brief or a mission statement, etc., and communicated to other people to think about. At this point, few details are present; but the outline purpose should be evident. The process continues with:-

DEFINITION OF OBJECTIVES

A clear and detailed description of what is regarded as a successful outcome from the project (Corporate Identity control, monitor, audit, influence) is required. Qualitative explanation of requirements must be given and specific quantitative requirements must be provisionally initiated at this stage. According to Applied Ergonomics Handbook (1974:114) the statement of the objectives may appear to be a simple and straightforward logical action nevertheless it entails a “complex, essential, political set of decisions” and this is the reason why these objectives in industrial companies are set by high-level committees. In the context of Corporate Identity it was seen (Appendix 8.5) that the majority of authors recommend that the objectives of a Corporate Identity related project should be set by senior management. The allocation of common objectives is also regarded as a way to achieve integration in Corporate communication outcomes. McDonald and Dunbar (1998) emphasised the importance of setting objectives by saying that it is a mandatory activity in each planning process; in the absence of objectives, decisions and activities will take place in a vacuum without having any control in the outcomes of the process and lead to misdirection of resources.

It is important to state that the means by which these outcomes are to be achieved are not stated in more than outline detail, so as not to compromise creative options at a later stage. The means by which objectives will be achieved are known as strategies, design, marketing, advertising, sales strategy and so on (McDonald and Dunbar,1998).

Corporate objectives are then followed by the decision of specific operational objectives for the function of each activity unit (see stages of hardware, interface, job aids and training specification). This provides a solution to the problem identified by McDonald and Dunbar, (1998: 238):-“further down the hierarchical chain one goes, the less likely it is that a stated objective will make a cost effective contribution to company profits, unless it derives logically and directly from an objective at a higher level”. In the view of this researcher, when the definition and statement of objectives for all the functions involved happens simultaneously at the beginning of the process and at the top level of an organisation with an holistic and in-depth understanding of Corporate Identity it will assist in the creation of more co-ordinated and consistent outputs. Something, that as seen so far was lacking from the ways Corporate Identity operations are carried out in practice.

SEPARATION OF FUNCTIONS

This stage allows a preliminary process of gathering and organising the basic functional components (activity units) that seem likely to be required to work in co-operation to achieve the system’s objectives, in this context the Corporate Identity control objectives. This stage facilitates the early and timely consideration at an early stage of which activity units are required to co-operate, in the form of departments or teams, or which outcomes will be affected if alterations are proposed in the outcomes (displayed images) of a specific activity unit (Souvatjis, et al.,2005). In this way, the problem identified in Chapter 6 and in the Field study organisation, where departments that should be part of the operations of Corporate Identity control are not involved early enough in the process or not involved at all, is foreseen and incorporated in the model.

This activity is considered by this researcher to be important in generating enough objective detail to enable important decisions to be made in the next stages. The stage of ‘separation of functions’ involves a detailed isolation of every component’s function job description, in so far as these parts can be understood at this stage.

It is important to state that this stage involves reference to all relevant and available information about previous similar projects, as well as state of the art thinking about new development possibilities. So in this stage previous Corporate Identity project reports are necessary to assist in the allocation of functions.

The literature review indicated lack of record keeping regarding previous Corporate Identity projects – with the exception of the ‘design manual’, which each organisation keeps as a reference tool for the application of its visual manifestations and its correct application

(Appendix 8.5). The Field study also confirmed this practice and as seen literature indicated that organisations rely on the information provided by external consultants.

ALLOCATION OF FUNCTIONS

This stage requires a detailed consideration as to which functions need to be carried out. These can be distinguished in the functions carried out by engineering hardware products, ranging from perhaps an automatic assembly machine, to perhaps a chair for an operator to sit on while performing other functions, to its logo, graphics, advertising and so on. Other component functions can be directed into human capabilities involving physical and mental abilities that relate to the project, plus other aiding hardware functions. In particular, in the context of Corporate Identity it might be that an organisation is considered to be unreliable. Then the 'displayed images' responsible for creating this perception need to be examined: which activity units need to be involved and what separate actions need to be carried out by those functions? This stage will allow an early examination of the feasibility of the project and a systematic specification of tasks involved, their objectives, their input requirements, criteria and required outcomes.

In this researcher's understanding this stage produces lists of functional fragments, or routines that need to be followed. This is an important stage because the Corporate Identity guardian²⁰³ will be briefed on essential steps, deadlines of individual processes (design, marketing, advertising, etc) and can incorporate these requirements in the overall planning.

Corporate Identity literature indicated that such co-ordinated practical activities are not reported to take place. Whilst specific problems regarding the inability of staff to implement changes was a concern. Thus last minute training was employed to salvage the project. The stage of allocation of functions assists in these identified operational problems.

TASK SYNTHESIS

This stage involves consideration and decision-making about how the function fragments allocated in the previous stage can be assembled into sequences that are within the capabilities and expectations that appear reasonable to involve human participation in achieving the target objectives for the system.

At this stage tools such as Critical Path Analysis, Gantt Charts etc., can be employed in order to decide and control systematically the sequence of tasks priority of activities, time scales. In this

²⁰³ This is important because it is difficult for one person to have detailed knowledge of how every discipline operates (8.4.5 and 8.4.6.2). It is anticipated that a frequent use of this stage will equip the Corporate Identity guardian with an increased awareness of disparate professional operations.

researcher's view, this stage also provides an overview to decision makers²⁰⁴ of how the project is going to be unfolded, critical stages, possible problems, e.tc, all of which can be drawn from the experience of all the people brought together earlier at the stage of Separation of Functions. Thus the concerns expressed by authors that one person cannot possibly organise so many interdisciplinary teams is facilitated (8.4.5, 8.4.6.2).

TASK DESCRIPTIONS

This stage is a formal rationalisation of task synthesis stage. Here, the outputs of functional groups are classified and reconfigured to become meaningful information input (task description, brief, specifications) so that the outcomes from these stages will fit the requirements of the system and the next operational unit. For example, information requirements from market research are decided with input from the activity unit which is going to utilise this information. Here the capabilities, expectations and limitations, of the people who will eventually be involved in the integrated system are also considered. So decisions for personnel training or external help is considered and decided at this stage.

REQUIRED JOB SPECIFICATION

This stage receives inputs about the human abilities that the system needs, and compares these with the skills that are sufficiently available. The Corporate Identity guardian is then in a position to specify practical selection criteria and to specify the changes to performance that would need to be obtained through personnel training, recruitment etc.

This stage's outputs will include practical aspects such as how many operators are required with what skills, the numbers selected and the numbers to be trained, as well as information of how the training and the selection processes might be affected (Applied Ergonomics Handbook 1974:118). So the training and personnel department are involved early in the process and are not called in last minute to firelight personnel reaction to changes.

This is important because in the context of Corporate Identity it was seen that various authors suggest that the work carried out by the organisation and its external consultants can be easily undermined by inappropriate implementation, resistance, or ignorance on the part of the organisation's internal staff. In addition, the views of prominent writers on the field of Corporate Identity were presented emphasising the role of internal staff in Corporate Identity/ Branding. Therefore this stage will assist in the control of human errors, hardware and software malfunctions in the operation of the system since everybody involved in the project will have a clear and specified idea of how is expected²⁰⁵ to operate when their contribution is required.

²⁰⁴ Such as Corporate Identity Director or Board of Directors.

²⁰⁵ Also how to correct scheduled operation of software – e.g. Heathrow, Terminal 5.

TASK ANALYSIS

This stage feeds all the design specification decision-making. It details the things that need to be done; but not the design features that need to be incorporated to enable them to be done.

DESIGN SPECIFICATION - ALL AREAS

These stages were considered by this researcher to be essential and so were added on to the model devised by Singleton. This is because at these stages various detail specifications are assembled which are the essential inputs to the design activity sub-systems or the activity units that need to create something e.g. an advert, a promotional event, etc. The specifications generated should be comprehensive in terms of what is required and substantially objective in terms of the numerical specification of those requirements.

Anything that is not specified at these stages is usually open for creative design / creation interpretation. These areas are often highly subjective, and errors in them can fail the system. Formal evaluation methodologies are required at these stages to investigate issues like visual appeal, identification of aspects of 'displayed images' that might be interpreted in the wrong way, might be misleading, the usability of designed components, hierarchy of training needs, etc.

DESIGN - ALL AREAS

The design activities illustrated in the model, (hardware design, man – machine interface design, job- Aids design and training design), all have their own tried and tested operational methods. These range from the highly objective and specification-based, for hardware design, to highly intuitive, experienced based design in such as advertising. The strength of the proposed model lies in the fact that it allows practitioners to operate with their own preferred methodologies without upsetting their operations. However, to follow the systems model in complex projects, it is essential that all design teams address the input of appropriately specified requirements, and produce outputs that fit the whole system objectives.

SYSTEM INTEGRATION

This stage will formally start the system in a controlled way, as in the test flight program of a new aircraft. In the case of testing pre-specified checks can be made as each function or activity unit operates independently and in co-ordination with others (Heathrow terminal 5 failed on this aspect). In the context of Corporate Identity the outcomes of all the participating activity units are brought together as a general rehearsal prior their launch. Therefore several scenarios of corrective actions and checks required from personnel can be predicted and incorporated into the subsystem of personnel training.

SYSTEM EVALUATION

As the new system is started and brought up to speed under controlled conditions, the performance is monitored with reference to the project performance objectives. This process is often complex and is an activity that has its own extensive research methodology.

The usual expectation is that the system will operate close to specification; but there are usually aspects that do not quite behave as expected. Some problems have little effect on the overall performance, and these may not require urgent attention. However, other problems can be more serious; but these need not cause the project to fail, so long as they are corrected before the system is commissioned.

In the context of Corporate Identity all 'displayed images' are checked against corporate objectives and the operational objectives concentrating on possible inconsistencies or contradictions in the 'perceived images' they trigger to audiences. If a 'displayed image' is not compatible with corporate objectives or counteracts and contradicts another 'displayed image', it will be identified at this stage.

SYSTEM PERFORMANCE FEEDBACK

This process is needed to correct problems and otherwise fine-tune the system. The model enables feedback information to identify the point at which the problem might best be addressed, and to re-specify what correction is required from the appropriate activity sub-system. Modifications can usually be introduced with a degree of precision and confidence that is less available from less co-ordinated operations. There is of course a knock-on sequence that occurs from the changed output from any operational sub-system; but the change route is usually quite evident, and the other work can often remain undisturbed.

This model of planning and controlling can assist Corporate Identity operations to organise the work of different departments and integrate their outputs in a more systematic way. The model facilitates an ongoing effective control of operations. Further its inbuilt controlled modification procedure (System upgrade) can recover a project that otherwise would have failed to meet audiences' expectations and prevent unwanted expenditure for fire fighting procedures.

In this way, much risk of failure can be practically controlled / ideally eliminated and system upgrades, that may not have been anticipated at the start, can often be phased-in at appropriate times with minimum cost and disturbance. Finally, any system upgrade action, will assist in the gradual improvement of the model and its complete adaptation to the operational Corporate Identity needs of a particular organisation. Such operations were seen to be fragmented, intuitive, and subject to the advice of external consultants. The model would assist

organisations to gradually learn how to control Corporate Identity operations internally and mostly how to use effectively external advice and assistance of third parties.

8.6.3.2 The proposed model and design creativity

Design is generally understood as a various artistic, creative, or technical process, which would usually have a tangible output which is also referred to as a design (Olson, et al.,1998). In the context of this thesis the term design is mainly used to describe the process or activity involved in the act of designing rather than its outcome.

When design is ordered, as a creative activity (fine art), it necessitates a required outcome, which is defined by qualitative and quantifiable criteria (Cross,1975).

For example, a formal commission for a fine art painting or sculpture may perhaps outline the subject to the artist and also specify the dimensions of the wall or space that the final outcome must cover. Various quality requirements are expressed in subjective ways, typically using words or illustrations, whilst other requirements might be expressed in more objective ways in the form of precise quantities, such as cost, time, size, etc. This practical example illustrates the very first step taken intuitively by people commissioning any act of design, collectively known as clients, which is to state their requirements from the painter/sculptor/designer concerning the functions of the designed outcome. It is a specification of the required job not a specification of the outcome.

The term design is also and perhaps more usually used in the context of applied arts such as engineering, architecture, graphic, interior, textile design and so on, the act of design can generally be understood as a planned and thought out process of accommodating specified constraints. As such it can be said that every activity unit such as marketing, customer services, sponsorship, personnel training all design their own outputs.

The process of satisfaction of constraints is common in fine art as well as in design, thus in this researcher's understanding art and design are similar when the methodological approach is considered rather than the outcomes. The process of design as the 'satisfaction of constraints' underpins every kind of creative process. Furthermore according to Cross (2004:430) in his discussion on the differences between experienced and novice designers supports that experienced designers employ "integrated design strategies" in relation to less experienced who tend to use mostly trial and error techniques. The Singleton model is amongst these integrated design methodologies.

Designing normally requires the consideration of aesthetic and functional constraints amongst others and the process of satisfying these constraints will usually incorporate additional

processes such as research, thought, modelling, interactive communication and adjustment, followed by re-design. Schön (1988) found that: designers solve problems by framing a problematic design situation. To do that they need to know the boundaries of the problem and select particular issues and relations to pay attention to by imposing on the situation a coherence that guides their subsequent decisions and outcomes. An ill defined or open brief in fact will introduce more problems in the design process which in turn will influence Corporate Identity operations too.

The adopted Singleton Model proposed in 8.6.3 Exh1 ensures that designers have at their disposal clear objectives, thus the boundaries of the problem are set. It also asks for clear knowledge of the tasks to be carried out and functions of their outcomes, and reassures that designers are brought in early in the process of Corporate Identity control. It also assures that they will be in position to contribute on the design topics that need to be researched by Market research before the design process begins. In this way they are not fire fighting problems and their work is not evaluated based on subjective criteria, likes and dislikes of managers. In addition, the communication links between other departments are established early in the process allowing communication channels to be formed.

The Field study of this research project indicated that the designers had to go back on their drawing boards for alternative design solutions because of the openness of their brief and failing to take into consideration how changes to a branch interior will affect the outcomes of other activity units. A week before the final submission of the interior plans for a retail environment, the personnel training manager was consulted, only to say that the layout and the design of the space and furniture were calling for changes in the ways existing staff is trained to deliver their services. Since there was no time or the budget allocated for staff training, the design scheme had to be altered considerably becoming a cosmetic exercise. The Singleton model foresees this possibility and ensures that such considerations will be taken into account earlier in the process.

Designers have their own tried and tested methodologies to work and these can be used alongside the devised Singleton model where the primary aim is to bring together various related disciplines and co-ordinate their operations in the beginning of projects.

Design methodologies acknowledge and incorporate the importance of constraints. Although different methodologies have developed over the years (Broadbent, et al.,1969; Cross,1984; Cross,1989; Evans, et al.,1982) all include a stage which determines the constraints (of the project although different methodologists may give to this stage a different title. For example Design Council's (2005) design process model referred to as the "*The double diamond design process model*" starts with an initial idea which is the result of a sub process called 'discovery phase' and is essentially the understanding of market and user needs (constraints). These needs

will help define the objectives of the design process. As far as the creativity is concerned Cross (2003) found that creative design solutions arise especially when there is a conflict to be resolved between the designer's own high-level problem goals (their personal commitment) and the criteria for an acceptable solution established by client or other requirements.

Corporate Identity operations were seen to function similarly to a system. In Systems design, this stage is called "Statement of Objectives". This stage is one in which compromises are made due to project feasibility, costs, user requirements, technological limitations and so on (constraints in general). The purpose of this stage is to produce a specification for the designed or other outcomes or even to bring a specific discipline in the process (Applied Ergonomics Handbook 1974:115). Nevertheless:

"There are always some aspects of the specification, e.g. aesthetic considerations, which cannot be stated numerically, but, fortunately, since the recipient of the specification is another human operator (usually with a title such as "project engineer") this can be conveyed by verbal descriptions."

We have seen earlier how Corporate Identity operations have been criticised for their aesthetic judgements and subsequent costs.

Different disciplines of design will vary in the amount of aesthetic considerations and creative inputs. For example, design in Engineering and in Architecture, has substantially different amounts of aesthetic content; but in addition, they also tend to have significantly more objective requirements than might be expected of Graphic design. If these predetermined, specific objective requirements are not achieved in any important respect during the course of the project, then the outcome will normally be regarded as unacceptable. In the context of Corporate Identity such shortfalls do occur and the results are costly (e.g. The disastrous opening by BAA of Heathrow, Terminal 5, Jackson, 2008). Chapter 5 also indicated the concern of authors about the lack of practical operational models applicable to Corporate Identity. So it could be argued that one of the purposes of a Corporate Identity operational model should be to identify the objective and subjective requirements of the brief and assist in the interpretation of the subjective ones into more objective requirements. Something that the adapted Singleton Model offers.

After all if it had been applied in the Field study organisation then the board of directors would have considered the function of staff training early in the process and a more innovative way of delivering better service to customers would have been achieved. The field study organisation missed an opportunity to differentiate from its competitors whilst redesigning its branches.

Finally, the Singleton model is an existing tried and tested systematic operational model to control complex design projects without hindering creativity or innovation. This model was

brought up to date and adopted for use in the control of Corporate Identity operations to facilitate the problems and concerns of authors in relation to the co-ordination of Corporate Identity operations to produce consistent outcomes.

The problems identified so far are not results of the lack of expertise of the various professional activity units but lack of the understanding that Corporate Identity is influenced by every organisational outcome, therefore activity units need to be organised in a more systematic and strategic manner. The four models reviewed and discussed in 8.4.5 all propose suggest that this co-ordination is prerequisite for an effective control of Corporate Identity.

Systematic control in this discussion is understood to be the holistic control and integration of all organisational activities producing 'displayed images' in an organised manner so to synergistically influence positively the Corporate Identity continuum in the desired way.

The proposed adapted Singleton model complements the four models resented in 8.4.5 providing a practical way to achieve the co-ordination that these models have argued and proposed.

8.7.0 NEXT TASKS OUTLINED

The next stage was to use the devised Singleton model as reference model to design and test a diagnostic tool that might quickly identify possible discontinuities or flaws in the way in which Corporate Identity operations are practised in an organisation.

The next chapter deals with the design of this tool and a brief analysis of its outcomes in a small but high-profile Field Study.

9.0 THE FIELD STUDY

The Strategic Enquiry into the Form of Corporate Identity and its operational level have progressively produced various provisional observations, deductions and inferences which have led to the conceptualisation of Corporate Identity as the sum of all the ‘perceived images’ created when an all organisation’s outcomes conceptualised as ‘displayed images’ are processed by perception.

The provisional analysis of the data occurring naturally in the public sphere²⁰⁶ (Appendix 1.0) also indicated that in real life²⁰⁷ Corporate Identity phenomena have this collective characteristic and are very much associated with perception. The same material also indicated Corporate Identity operations to be troublesome in their effective control, with uncoordinated outcomes capable of influencing Corporate Identity something which as seen is also supported by the scholars in the field.

Corporate Identity was theorised as a continuum which can be influenced by the outcomes of many professional disciplines. Furthermore it was suggested that its control operations could benefit if it was understood as a system where its various parts (departments) co-ordinate their operations in order to produce integrated outcomes.

A model devised by Singleton for systems operations was adapted and proposed by this researcher to assist organisations in the systematic control of their Corporate Identity operations (Ch8).

The broad rational of this Field Study was to assess whether these observations, deductions and inferences are also grounded in practice - in the data collected from a live case study organisation within the UK financial sector. Thus attempting to validate the earlier deduced findings of this thesis by comparing these with the findings of a real world example.

9.1.0 THE PURPOSE OF THE CHAPTER

The purpose of this chapter is threefold. First, to assess whether the findings of the thesis so far can also be grounded in the data of the Field study. Second, to present the design of a diagnostic tool²⁰⁸ derived from the thesis’s discussions and the operational principles of the datum adapted Singleton model. Third, to test its capability in identifying possible discontinuities in Corporate Identity operations of the case study organisation.

²⁰⁶ The analysis of data already existing in the public sphere is a way to develop a research problem and provide guidance to the progression of research (Silverman (2000:120).

²⁰⁷ Corporate Identity phenomena as understood and experienced by people.

²⁰⁸ This tool intended to investigate how Corporate Identity is understood by the professionals and their involvement and contribution to Corporate Identity operations.

9.2.0 THE METHODOLOGY OF THE FIELD STUDY

9.2.1 The overall thinking of the Field Study

To achieve the purposes stated in 9.1 and to narrow down the scope of the study, three of the thesis deductions were chosen for further investigation. These were:

- Whether personnel involved in the Corporate Identity operations²⁰⁹ have a shared common understanding of the nature of Corporate Identity and its operations
- Whether the thesis' provisional and speculative bipolar model (6.6.3Exh1) can be grounded in the data of the case study
- Whether Corporate Identity is understood as a system controlled by the operational principles of a system and whether the adapted Singleton model could have helped the Field Study organisation to control their operations better

The Strategic Enquiry was redeployed to investigate these issues. Therefore a stage²¹⁰ objective of this phase was to design an interview plan to understand, record, explain and evaluate the main activities involved in Corporate Identity operations surveying the whole process, from the original purpose to its realisation and evaluation. This resulted in the creation of a diagnostic tool:- in the form of a detailed interview questionnaire which intended to extract relevant data to answer the aforementioned issues²¹¹.

The three key issues were used as an aid to glean the gathered data. The data were analysed through discourses appropriate to the task operational questions (9.4.0).

In this way, the Strategic approach of a questioning technique alongside its discursive approach, as recommended by the content analysis process on what themes emerge and what conclusions can be drawn (Emerald,2011), was once more employed with an application (diagnostic tool), to address live and dynamic practice, involved specifically in Corporate Identity change.

The effectiveness of the diagnostic tool was judged in its ability to reveal discontinuities and deviations in procedures from the control as proposed in the thesis and the datum systematic model. The Field Study was considered to contribute academically towards two issues. First, to ground the understanding of Corporate Identity in a pragmatic example therefore to validate its theoretically deduced findings. Second, to test the diagnostic tool's potential to identify hot spot issues in the effective and systematic control of Corporate Identity operations. An additional by-product of this study was considered to be the potential application of the

²⁰⁹ Of the case study organisation

²¹⁰ The stage objective is an interim objective to assist in achieving the purposes of this part of the study

²¹¹ This tool served to extract additional data beyond the scope of this study. For example the information requirements of different functional units participating in Corporate Identity operations.

Singleton adapted model to assist organisations to more systematically manage their operations. The latter will be discussed in Ch10.

9.2.2 The case study research method

Once the diagnostic tool was developed it was tested in one organisation, which was used as a case study (Perry and Coote,1994). It was anticipated that professional practice examined using wide ranging case studies would introduce too many other variables, which would further confuse the situation, without introducing more scope for systematic analysis of the results. The decision to use the case study method was based on the suggestion of Svengren (1995) who argued that when research enquiry includes a concern as to how design can be integrated with other business functions it is the preferred method to study practices of design management and control. The case study method was selected over another preferred method used by design research, that of action research²¹² which, according to Allison (1998), concentrates on solving real life problems. Although action research is in line with the intention of this researcher to solve real practical design problems, (Ch1), due to the subject's sensitivity, confidentiality, length of time required for its development and Archer's (1995) views,²¹³ this research method was not chosen. The following views have also contributed to the decision to choose the case study research method.

Balmer (1998), stated that the nature of Corporate Identity and its theory is under researched and in 2001, likewise²¹⁴ Oliver (1997), suggested that a method that would be useful for theory building in the corporate field is case studies.

The study also indicated that the concept of Corporate Identity is characterised by an absence of an underlying theory, where Corporate Identity exists and its phenomena can be explained.

The contribution of case study research in theory building was also indicated by Gill and Johnstone (1991:119), who stated:

“[In] Theory - building case study research may perhaps be most appropriate when little is known about a topic and where in consequence there can be little reliance on the literature or previous empirical evidence.”

In relation to the second aim of the thesis looking to understand the ways in which Corporate Identity operations are controlled case studies the method of case study was preferred because according to Gummesson (1991) allows the researcher to gain an holistic view of a certain phenomenon or a series of events which provide a complete picture of operations since many

²¹² Action Research is typically a social science research methodology.

²¹³ Archer (1995) drew attention to a limitation of this method identifying that the objectivity of the research is at stake because the researcher takes action in the process in order to understand it.

²¹⁴ Oliver (1997) in his work on corporate communication has also argued the importance of research based on case study in the development of formal theory.

sources of evidence can be used. An additional advantage is that it is useful in capturing the flow of activities in organisational operations (Hartley, 1994)

For these reasons the case study research method was chosen as the preferred investigative method of the Field Study.

9.2.3 The reasons for the selection of a case study in the financial sector

The introduction of the thesis briefly presented the topicality of the issue of Corporate Identity in modern organisations and the tendency of organisations to merge or take over other organisations competitors was noted. The study's enquiry also revealed that the most common reasons to trigger Corporate Identity operations are mergers and acquisitions.

In particular the international financial services industry has been going through profound changes since 1995 due to market pressures for growth and globalisation (Boylan, 1998). Due to the saturation of home markets and the need for businesses to globalise services, banks have opted for the advantages that mergers could bring. Examples are: Chase and Chemical Merger, Swiss Bank Corporation with Union Bank of Switzerland, CS Holding changed to Credit Suisse, Midland bank with HSBC plc holdings, Lloyds Bank with TSB, Halifax with Bank of Scotland and more recently (Sept 2008) the takeover of HBOS by Lloyds TSB group. Along with numerous changes that a merger brings such as development of new structures, new strategies, logistics, the new organisations had to be known and recognised as this new combined structure. The latter is most commonly facilitated by the initiation of Corporate Identity operations mostly referred to as Corporate Identity Programmes or branding. More recently, (August, 2008), the economic "crunch" caused by the mistakes of financial service providers is an additional factor strengthening the importance of this study. Such times call for a major rethink²¹⁵ of their identity and more effective control of their operations²¹⁶.

Literature also indicated that Corporate Identity operations are particularly problematic in the service sectors, where organisations for differentiation have to compete on soft issues.

An additional reason for selecting a case study in the financial sector is that such big corporations have at their disposal various internal departments such as Design, Marketing, Market Research, Sales, HR, Communications, Sponsorship etc, all of which were identified as

²¹⁵ For example, whilst the majority of the UK Banks since 1995 wanted to be considered as global market players the current situation force them to concentrate on their local operations thus their identity needs rethinking.

²¹⁶ Since Corporate Identity was theorised as the outcome of all operations which with their outcomes create 'perceived images' to the public, arguably the economic fraud in the USA and the risky lending of the UK banks are part of the Corporate Identity operations.

some of the activity units of Corporate Identity operations. In addition, Corporate Identity specialists, advertising, market research agencies, signage and joinery contractors, are employed to contribute. Since the scope of this thesis is to understand the Form of Corporate Identity and achieve a holistic practical understanding of Corporate Identity operations, the operational diversity of banks was considered ideal. This is because data sampling could be better controlled since subjects from different subgroups work for the same organisation; thus the gathered data would be relevant to the operations of the particular organisation. Therefore the interviews could provide a body of good quality data for analysis which was easy to collect once approval from the organisations was granted (Silverman,2000:140).

Taking into consideration the above factors the organisation selected as a case study was discriminated against 5 factors: The organisation had to:

- 1 Be in the financial sector
- 2 Be a leading business in terms of turnover and size
- 3 Have a strong Corporate Identity in terms of awareness among customers in the UK
- 4 Have been involved in a Corporate Identity change programme
- 5 Be described as being innovative or unique in terms of Corporate Identity building and activities with evidence drawn from media coverage and personal observations

These preconditions left a rather limited range of organisations to qualify for participation. Subsequently four organisations were invited to contribute to the study by letter to their CEO. Due to the confidential nature of the subject only one of the four companies finally agreed to participate in the Field Study and a confidentiality agreement was signed.

9.2.4 The Interviews and the subjects of interviews

The nature of Corporate Identity was established as complex and the different people who are professionally involved in the subject evidently have somewhat personal ideas about the subject and how they accomplish what they are required to do.

The views of these professional practitioners were considered to be of fundamental importance towards the better understanding of the processes involved. However, the Strategic Enquiry indicated that whilst some of the operations are based on recognised systematic codes of practice, others appeared to be considerably more pragmatic in nature. So far this research also raised the issue of whether or not these operational components combine in a reliable and satisfactory way to produce desired results.

Although the interview program was not intended to be statistically significant it was desirable for it to be representative. It was thought that it was important to cut a diagonal slice (Olins and

Selame, 2002) throughout the organisation. This meant selecting interviewees from all levels and parts of the organisation that are proposed in published literature as being involved in Corporate Identity operations. This decision was based on the observations and conclusions of the Strategic Enquiry and Gorb's and Turner's (1992)²¹⁷ proposal that if an organisation wished to manage its Corporate Identity Programme effectively there is a need to organise its activities and to co-ordinate the people and their performance. Particular attention was given to the opportunity of interviewing more than one person in the department and to include new²¹⁸ employees. This sampling offered possibilities for further processing of the same²¹⁹ data, to discover categories and their properties and suggest interrelationships which could lead into the development of a theory into this matter (Glaser and Strauss, 1967). Therefore theoretical sampling was preferred to a statistical and random sampling of subjects.

To standardise the interview process, to reduce the response areas²²⁰ and to cover the widest practicable field of investigation, a semi-structured format of questions was devised. Material to construct the questions was extracted from the thesis observations and was compiled to follow a generic model of market research and design practice²²¹, allowing scope for practitioners to answer in line with this model, and/or to allow them to deviate from it.

The interviews were conducted on the basis of a questionnaire, hence being referred to as 'diagnostic tool'. This intended to ask the same generalised questions to personnel involved with different parts of the Corporate Identity Strategy. Personnel were expected to answer only the questions that they thought applied to their part in the process, and to provide answers in the words that they would use in the context of their specialised process operations.

The seventeen in-depth interviews which took place at the main offices of the financial institution, the consultancy and various external contractors were followed by an examination of the documentary material produced by the financial institution as evidence or examples of work. This was considered essential to cross validate the information gathered from the interviews (Khairul Baharein Mohd Noor, 2008). These were studied and observations were recorded.

The interviewees were selected on the basis that:

- 1 They reflect a range of staff who were involved in the decision making in Corporate Identity project

²¹⁷ This view is based on the understanding that if people in the related positions co-ordinate their activities then their performance can be optimised and be accountable

²¹⁸ This was thought to be necessary in order to examine whether the Corporate Identity principles set out by the organisation had been transferred to new members of staff.

²¹⁹ Subject of a subsequent enquiry.

²²⁰ The structured interview format was chosen to standardise the response areas somewhat, from what was predicted to be an in-depth study of a small sample of appropriately expert subjects, all having experience of the same situational case study.

²²¹ Singleton's System Design Model.

- 2 They reflect various job functions within the organisation such as its director, heads of departments, senior managers and support personnel, as well as external role players from external consultants and contractors
- 3 They involved a mix of people that had worked on the redesigned Corporate Identity project and newly employed personnel that since carried on operations
- 4 People that were involved on its last Corporate Identity Programme and since then left the organisation

The subject sample included the:-

- The Brand and Sponsorship Director
- The Head of Architectural and Technical Services
- The Head of Brand Management
- The Head of Customer Understanding
- The Head of Procurement
- A senior manager of Property Management
- Four designers of the Network Design Team
- Two external consultants working on Business and Graphic Design issues
- A senior manager on Market Research
- Four external contractors responsible for signage and joinery of the branches

9.2.5 How the interviews were carried out

Each interview lasted approximately one hour and a half and was carried out by this researcher who kept notes. Each interview was tape recorded so that the interviews could be transcribed and cross checked – this was subject to the interviewee’s permission. The transcripts were edited for clarification of ideas and to remove a few of the more troublesome discontinuities of natural conversational language.

Field notes were kept by this researcher, during and after the interview. The researcher kept notes on what could be seen and heard, and these were expanded beyond the immediate observations as suggested by Silverman (2000: 140). In order to obtain a deeper understanding of the operations and to avoid being carried away by the appealing personality of the interviewee four separate sets of notes were kept as proposed by Spradley (1979) and Kirk and Miller (1986). The content of these sets and their purpose were as follows:

Set 1: Short notes made at the time, to identify people, events, or situations involved

Set 2: Expanded notes made after each interview, to establish what were the main themes or issues of the contact and establish which research questions was the contact most responsible for (Appendix 9.1).

Set 3: A field work journal was kept where problems were recorded and new ideas for further enquiry in order to identify speculations or guesses about the field situation suggested by the contact. Assimilated informal data such as observations, informal conversations and telephone calls were also recorded in this journal.

Set 4: A provisional record of analysis and interpretation of the data of the interview (Kirk and Miller, 1986).

Interviews were based on open ended questions. (Appendix 9.2), and respondents were encouraged to discuss issues that had not been previously identified by the researcher. The topic guide used as a basis for the interviews focused on the following issues.

- 1 Personal awareness of Corporate Identity concept
- 2 Personal ideas about Organisation's Corporate Identity concept
- 3 Information needs or departments' inputs
- 4 Information produced by the department. Outputs and their communication
- 5 Detail of internal operations in Corporate Identity process based on a given scenario
- 6 Interdepartmental activities
- 7 Details of external consultancy operations
- 8 Detail of internal and external audience participation to operations

Issues: 1, 2 and 8 aimed at assessing whether the thesis conceptualisation of Corporate Identity and the bipolar model suggested in 6.6.3 Exh1 can be grounded in the data of the Field Study. The remaining issues addressed the need to test the diagnostic tool's ability to map Corporate Identity operations, establish whether they are managed systematically in practice and the tool's ability to identify discontinuities in the practices.

The Field work of this thesis looked in particular to identify whether people and roles have taken the appropriate actions to co-ordinate their operations and outcomes so in order to collectively contribute to Corporate Identity operations.

9.3.0 THE DIAGNOSTIC TOOL

9.3.1 Origination of the questions

The design tool broadly intended to assess how organisational practitioners relate to Corporate Identity and its processes, whether they share a holistic or specific and partial understanding of the concept and how this reflects in their contribution. These two broad themes were initially used as benchmarks to narrow down the questions asked. The specific purpose of the questions was further refined by consideration of :-

- The material extracted from the Strategic Enquiry
- The key stages of the proposed adapted model devised by Singleton

This material contributed to design the interview of the questions to produce evidence to support or otherwise the conclusions of the study so far.

The diagnostic tool included open ended questions devised to generate answers in eight broad areas. Open ended questions were selected because of the following reasons suggested by Oppenheim (1992) and Carter and Williamson (1996). They:-

- Can be better controlled by the researcher asking clarification when required
- Allow researcher to carry out the investigation and control continuity
- Are better for investigation processes
- Provide better access to personal experience
- Facilitate the ability to ask for examples
- Facilitate cross-comparison of answers between individuals and allow for additional questions to be asked to resolve discrepancies between claimed views

The eight broad areas presented in 9.2.5 were subsequently ²²² developed into eight questionnaire sections. Finally, the questions were refined and pilot tested on 2 academics, 4 members of the Board and marketing department of a UK Food manufacturing company and 2 external brand consultants co-operating with the food manufacturer, representing a diverse set of expertise and business. The pilot test was carried out via e-mail followed by a meeting where recommendations to improve comprehension were discussed and subsequently incorporated in the wording of questions (Dunig,2004). These are presented alongside their purpose in Appendix 9.2

²²² The development process included re-examination of the literature review findings, observations and provisional conclusions which identified topics and issues to be compared with views of practitioners in addition the key stages of Singleton model were converted into diagnostic questions to be included in the design of the interview content.

9.4.0 DISCUSSION OF FIELD STUDY DATA

The assimilation and analysis of data in the case study organisation was based on qualitative research techniques and analysis methods (Yin,1989). Due to the exploratory nature of the study quantification was not carried out. This decision was based on the views of Deshpande (1983) and Vankatesh (1985), who suggested that quantitative methods²²³ offer little potential for theory generation. In addition, the sample was too small for a quantitative study and any useful levels of significance. Therefore qualitative data analysis was used to extract information about key contributors' perceptions and attitudes towards the concept and operations of Corporate Identity. Particular attention was given to identify and isolate any concealed recurring themes, differences and similarities across responses (Spiggle,1994). For this purpose content analysis was used.

The material of the interviews was analysed with the help of specific questions devised to identify whether the study's findings can be grounded in the data of the case study; particular attention was given to discontinuities between the interview data and the material obtained from the structured analysis of the literature.

The questions devised to analyse the interviews were:

- 1 Do personnel share a common understanding of Corporate Identity?
- 2 Do departments have a clear understanding of their role and contribution in Corporate Identity operations?
- 3 Are the principles suggested by the bipolar model representative of the thinking of professionals involved in the case study organisation?
- 4 Are Corporate Identity operations in their totality understood as a system?

The analysis of the findings will be presented through discussion of these questions.

These discussions will present extracts from the interviews which will be numbered (e.g. [1]) in order to avoid the necessity of quoting the same extract twice in the thesis.

²²³ Quantitative methods are more suitable for theory testing.

9.4.1 Do personnel share a common understanding of Corporate Identity?

The key questions to assess whether personnel hold a common understanding of the concept were the following:

A.1	What are the words, the keywords, that come to mind when you are trying to capture the essence of Corporate Identity?
A.2	What conceptual model do you find helpful to think about Corporate Identity?
A.3	Please describe the essence of Corporate Identity in one sentence.
B.2.1	What keywords were used to signify, distinguish and identify organisation A before 1980?
B.2.2	What keywords would you use to “define” the combined AB organisation?
B.2.3	What keywords were officially used in Corporate Identity related communications internally and externally after the year 2000?
B2.4	Where can examples of these Corporate Keywords in use, be found?

Fig 9.4.1 Exh1: The questions designed to assess employees understanding of the concept in the case study organisation

At a generic level it was found that Corporate Identity was considered consistently by all interviewees as synonymous to Brand. Therefore it could be said that personnel share a common understanding of what Corporate Identity is.

However, when detailed questions were asked to identify the fluency of the subject in relation to the detailed understanding of the concept, certain discontinuities were observed. The most notable discontinuity was the subjects' difficulty in presenting evidence of a holistic and consistent understanding of the concept. The majority of the subjects assigned a somehow partial and variant meaning to the concept when asked to describe it and to produce examples. Each time, the meaning of Corporate Identity was influenced by the job description and professional discipline of the subject. For example, the Head of Customer Understanding and Market Research used the words recall, awareness, opinions, words, strap lines to give the essence of Corporate Identity whilst for the Heads of Architectural & Technical Services and Brand Management the essence of Corporate Identity was embedded in the more difficult to grasp concepts of corporate values, mission, promise, and experience. The differentiation of opinions in the holistic understanding of Corporate Identity was more prominent when subjects were asked to describe their role and influence in Corporate Identity operations. In relation to the more detailed questions to identify the subject's personal objectives and initiatives towards holistic Corporate Identity operations, it was observed that the words and phrases used, displayed a great similarity with the ideas expressed by the affiliate external consultants. The difficulty of describing the concept through examples and keywords, (A.1), suggested the use of an imposed terminology from the consultancy. This was particularly notable when the Director of Corporate Communications²²⁴ through his answers attempted to legitimise his own

²²⁴ Who is responsible and oversee all Corporate Identity operations

professional authority in relation to Corporate Identity. Examples of such comments included “*Corporate Identity or brand is everything we do*,” “*We are here to make sure that in everything we do we are consistent with the values of our brand*”, “*We aim to be consistent across everything that we do*”, “*We aim to be consistent in every way that we talk to them and every way that we approach them*”. However when the subject was asked if they had any operational model to co-ordinate all the relevant operations to achieve this, the reply was negative and emphasised that Corporate Identity control was carried out by the Head of Brand Management. It is considered that the Singleton model would have been useful to the Brand and Sponsorship Director to ensure the claim that indeed everything the organisation does is consistent with the brand values. Almost identical phrases were observed in the discussions with the Head of Brand Management and the consultants advising the organisation which also corresponded to publications written from authors who happened to be key personnel (founders and directors) of the specific design consultancy.

It was also observed that lower in the hierarchy internal staff also drew upon learned corporate talks to explain concepts which they did not necessarily fully understand and in some cases their worked examples indicated this lack of understanding. For example whilst all members of the design team responsible for the branch design emphasised the importance of “*consistency across all the different platforms that Corporate Identity is expressed and delivered*”, they saw their involvement and contribution as not directly linked to Corporate Identity operations and as a one off contribution, with the marketing department being the core of Corporate Identity operations being exclusively responsible for its creation and maintenance.

The contractors thought that they had no influence in the creation of Corporate Identity since they were only executing and implementing the organisation’s requirements. Whilst the priority of the Head of Procurement was to adjust design decisions in the most economic way, having no influence to Corporate Identity operations. No reference was made to the contractor’s background, reputation, compliance with legislation, or Health and Safety requirements all of can be seen to contribute to the formation of Corporate Identity.

So in relation to the question whether Corporate Identity is understood consistently by all members of the organisation the data seem to indicate a learnt corporate response with discontinuities in its detail and its practical application. This alone, introduces potential discontinuities in the holistic control of Corporate Identity operations and underpins the importance of this research study in theory and practice of achieving a holistic practical understanding of Corporate Identity. The Field Study indicated that there is an underlying awareness of what is Corporate Identity; however how individuals can contribute to its creation, maintenance and control was found to be fragmented. The organisation needs to go back to

basics and train its personnel in the ways each one of them contributes in the process and to put appropriate procedures in place to reassure that each department contributes continuously and systematically in the process.

9.4.2 Do the departments involved have a clear understanding of their role and contribution to Corporate Identity operations?

The key questions designed to assess whether employees have a clear understanding of their role in Corporate Identity processes were the following:

A.4	What is it about Corporate Identity that you think can be influenced?
A.5.1	What in Corporate Identity are you most interested to improve?
A.5.2	What is your personal contribution to the operation of the Corporate Identity Process?
B.3.1	What is your personal view of your department's contribution to the operation of this organisation's Corporate Identity?
B.4.1-B.4.4	Questions to identify internal generic contribution
B.5.1-B.5.2	Questions to identify external generic contribution

Fig 9.4.2 Exh1 The questions designed to identify whether employees have a clear understanding of their role in Corporate Identity operations.

A few extracts of the interviews that provide clues as to whether personnel are aware of their role and contribution to Corporate Identity operations follow:

Head of Brand Management:

“Corporate Identity is a promise of an experience that it is consistently delivered.” [1]

Head of Customer Understanding:

“Corporate Identity or brand is delivered through advertising, brochures, follow through to branch design, staff uniforms, sponsorship.” [2]

Head of Architectural and Technical Services (A&TS):

“In Corporate Identity we can influence design, namely texture, typeface, colour, size, location, consistency across differing platforms.” [3]

Network Design Manager:

“The essence of Corporate Identity in one sentence is: the creation of an environment which acts to enhance the Brand of its host and reflects its customer offering either through functionality or customer journey or ambience.” [4]

X Designer A:

“Everything an organisation does is being done to influence people, to inform, to create wished perceptions about the organisation.” [5]

“Every designed component should create in the mind of people what the organisation stands for.” [6]

X Project Architect:

“My personal contribution is project management completed to the satisfaction of client, (internal staff) to allow them to perform well against their corporate identity.

For example: refurbishment of office space, improvement of office space towards better working environment, enabling staff to be more efficient.” [7]

Procurement Manager:

“Corporate Identity I suppose should be influenced by things like the information you have. For example if you are researching demographics and understand those demographics, you should change your identity your brand image to meet those demographics.” [8]

Affiliate External Graphic Design consultant:

“You want to have as much as influence as possible to the experience that the audience has with your organisation. Part of that experience is how they perceive you through communications, part of that experience is the behaviour of your staff.

Part of that is the information that other people say about the organisation, so what the press saying about it or the competitors saying about it, other customers, and then the other sort of key is the products and services that they offered to them.” [9]

Affiliate External Brand Proposition consultant:

“Corporate Identity is within brand and it is really the visual representation of what the company stands for. So if a company wants to stand as being dynamic, then the corporate identity should reflect thatin what it looks like should be dynamic.” [10]

This selection of extracts clearly demonstrates that the majority of interviewees have a common generic understanding that Corporate Identity is not solely an outcome of one professional discipline but that it is delivered through various manifestations [1],[2],[3],[5],[7],[9].

However, when their personal and departmental contribution or influence was queried all respondents but four²²⁵ perceived their work as being directly linked with Corporate Identity operations and control. A unanimous belief was observed that the disciplines of Graphic design and Marketing were responsible for controlling operations. To clarify whether this attitude was representative of their personal beliefs or reflected organisational practices Q A.5.1 was utilized. This question showed that the Heads of Brand Management, A&TS²²⁶, and Customer Understanding believed that Corporate Identity or Brand was created in the last Corporate Identity Programme and the operations of AT&S and Customer Understanding are not relevant to its control and therefore are not part of Corporate Identity operations. This organisational attitude cascaded down from the top of the hierarchy. The Brand and Sponsorship Director categorically appointed the department of Brand Management responsible for the guardianship of Corporate Identity and was very surprised that permission to interview A&TS, Customer Understanding, and HR was requested.

²²⁵ These were: The X Designer A & B, X Project Architect, and the affiliate Graphic Design Consultant. It is important to note that the affiliate Graphic design Consultant was not part of the Corporate Identity Project although his employer consultancy provided guidance to the organisation during the CIP.

²²⁶ The department responsible for branch network design and corporate buildings.

Characteristically, the Head of Brand Management whose responsibilities were the sole guardianship of the consistent application of brand guidelines admitted that (A&TS) is not involved in operations, thus the organisation and her subsequent department does not monitor or check A&TS outputs. So despite the alleged belief that brand should be delivered consistently across all platforms [1],[3] the outputs of departments such as A&TS, Personnel Training, HR, etc, in practice were not seen as part of the Corporate Identity, brand operations or their control by the Director of Communications neither its trusted Brand Manager (3.4.1).

“Mostly my team, and internal communications team” is consulted [11]

The most surprising and profound example of a subject being unaware of the importance of their contribution was the Head of Customer Understanding who also considered that the outputs of market research did not contribute anything to Corporate Identity c since they were only researching the brand of the organisation.

In fact a concern was expressed whether they should be interviewed in the first place since their views were not considered relevant.

“The majority of the things that we do (in market research) are not related to Corporate Identity.” [12]

“I have trouble with what you are defining as corporate identity...(pause)...we do a whole range of things that are ad hock related to the brand design on the one hand and then other things related to different activities of the organisation.” [13]

Only at the end of the interview and after question A.5.2 (Fig 9.4.2 Exh1) was rephrased and repeated, asking directly whether market research is part of the mechanism that contributes to Corporate Identity operations was the following response extracted:

“We take part in the mechanism of course we take part in the mechanism because we collecting information from our customers in terms of their perception of our brand and the activities that support our brand and we present that back to our internal clients, who hopefully can make the decisions on it.” [14]

Upon crosschecking the answers of subjects within the same operational group, the department of A&TS indicated the most profound discontinuities in the understanding of Corporate Identity and the contribution of its members to Corporate Identity operations.

The view that design activities are unrelated to Corporate Identity operations is crystallised in the following statements of the Head of A&TS in responses to the following questions:

- | | | |
|--------------|---|-------------|
| A.5 | What about Corporate Identity are you most interested to improve?
“Nothing – not my job!” | [15] |
| A.6 | What is your personal contribution to the operations of Corporate Identity?
“Delivery.” | [16] |
| B.8.1 | Which internal departments are directly involved in Corporate Identity operations?
“Marketing.” | [17] |
| C.1.2 | What specific topics of information does your department need to research in order to carry out its functions relating to Corporate Identity? | |

“(Pause, thinking time) None. The reason I say so it is we have a Corporate Identity so I don’t need to research it.” [18]

This department does not own the Corporate Identity, this department delivers it, and this department might design it, but just as if it might not.” [19]

Clearly the Head of A&TS understands Corporate Identity as the designed ‘displayed images’ created by the organisation at the time of its merger. This understanding was observed to colour the views and attitudes of his network design team. In particular, although both Senior Managers responsible for network design perceived Corporate Identity to have an holistic attribute they regarded that the questions of the interview were irrelevant²²⁷ since their day to day activities were not part of Corporate Identity operations and both suggested that these questions were directed to the marketing department of the organisation thus refusing²²⁸ to answer the sections that followed.

In contrast, the views of the other two designers (X Designer A and B) who have worked alongside these two managers in the creation of the new interiors when organisation A merged with organisation B were more holistic and both believed that Corporate Identity operations were wrongly monopolised by the marketing department and have subsequently looked for alternative employment. This sequence of questions and answers clearly indicates the main driver of Corporate Identity operations to be the marketing department, and the contribution of architectural, interior, and product design to be considered as one off contributions perhaps every 10 years or so.

However, upon separate examination of the work carried out by the design team, at the time of the interviews, this researcher identified a considerable amount of new design proposals intended for application within the existing branch network. This work however was not perceived by the Heads of Brand Management and A&TS or the design team as being part of Corporate Identity operations.

The material presented in this discourse clearly suggests that two of the main operational units that were previously identified as important contributors to Corporate Identity operations in practice were not crystal clear how their day to day activities influence or contribute to Corporate Identity. The issue whether these employees have received appropriate training is examined later when the processes of the organisation are compared to the model devised after Singleton.

²²⁷ The questions have been sent out to interviewees prior to their interviews.

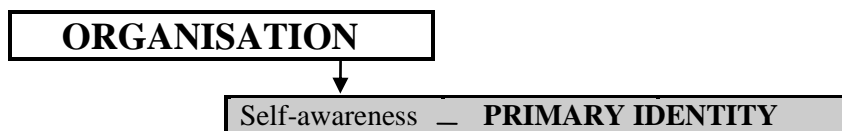
²²⁸ This was surprising since section E was based on a scenario about the mismatch of an organisation’s interiors with the Corporate Identity of the organisation. Even when attention was drawn to this matter their response was unchanged.

9.4.3 Are the principles suggested by the bipolar model representative of the thinking of professionals involved of the operations of the case study organisation?

The question under discussion in this section was devised to identify whether this researcher's bipolar model (8.6.3 Exh1), depicting the way in which the concept of Corporate Identity is formed, intertwines with and informs organisational operations can also²²⁹ be grounded in data collected from the Field study organisation.

It was observed that the interviews contained plenty of material to support all the stages of this model. In this section the model's stages are gradually presented alongside quotes extracted from the interviews which seem to support and indicate their existence. Finally, the whole model is presented again at the end of this section in Fig 9.4.3 Exh1.

The first suggestion of the bipolar model is that every organisation has a self awareness which was characterised by this researcher as its Primary Identity. The consistent view of the majority²³⁰ of the subjects that Corporate Identity is expressed through the organisation's brand values seem to support the first stage of the model.



In addition when subjects were asked what keywords would describe the concept of Corporate Identity (Q A.1) the chosen words reflected the understanding that an organisation has an Identity and a character which is mostly expressed via its:-

Brand values, company values, brand recall, organisation's views, brand guidelines, care values, mission, promise, words that capture its brand, words that assist people to create a picture of the brand, the essence of a company. These chosen phrases clearly suggest that the organisation (manifested in the views of its employees) clearly has an idea of itself. This self awareness was mostly expressed through the use of adjectives describing the nature and character of the organisation, its intentions and commitments to its customers. It was noted that the subjects did not use the same keywords to describe their organisation which suggests that the organisation has not taken any action towards training its employees about its brand values. The concept of 'brand guidelines' which was mostly referred to by the Head of Brand Management clearly

²²⁹ The bipolar model proposed by this researcher was initially as seen in Chapter 8 was deduced from data grounded in Corporate Identity and non Corporate Identity related published literature. In this chapter this model is tested to identify whether it can also be grounded in the data of the researched organisation.

²³⁰ Except the two new members of the design team who were not aware of these values or have received relevant training.

indicates that the organisation as a whole has or can intentionally create an official written account which exemplifies the very essence of its Corporate Identity despite of the fact that these were known only to the marketing department. Thus the view that an organisation has an understanding of itself which in theory is known as its identity seems to be supported by the data of the Field study.

This finding was at a later stage cross checked with the views of authoritative consultants in the area of Corporate Identity, Wally Olins and Raymond Turner who stated the following.

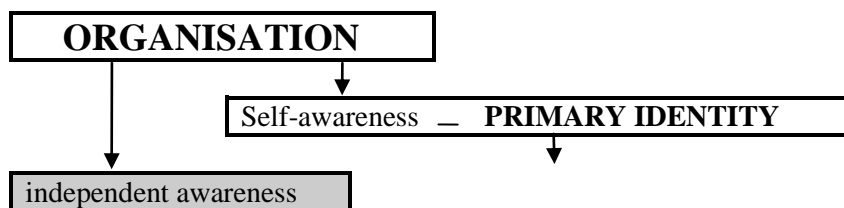
“I think that I defined brands on so many different occasions, it is the creation of a personality around a product or a service or a nation, or anything else and sometimes the personality actually exists and sometimes it has to be created”.

(Olins,2005) [20]

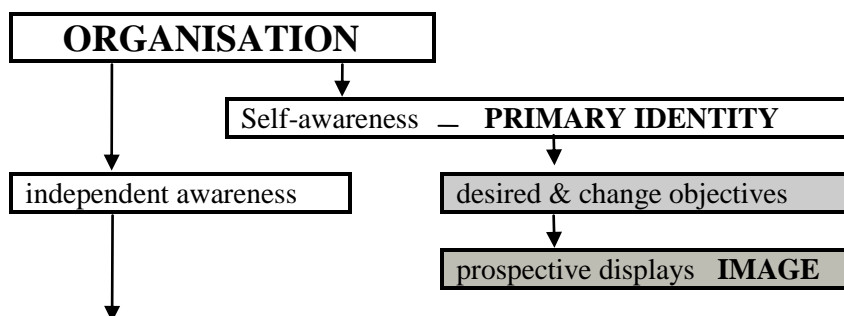
“I think if you are talking about identity, you are beginning to touch the inner most qualities of a person or the inner most qualities of an organisation.”

(Turner,2005) [21]

On a separate question to the Brand Manager whether the self-awareness of an organisation may vary from the way it is understood by its audiences, it was pointed out that this would be a symptom of an organisation not managing its Corporate Identity effectively. So the stage that an organisation also creates in the minds of external publics an ‘independent awareness’ was also present in the data of the interviews.



The next two stages were also found to be represented by the views of the people working for the organisation.



Various responses advocated that organisations based on their existing or newly created understanding of their Corporate Identity put together new objectives for the creation of prospective displays (displayed images) which will entail and are representative of the Primary

Identity of the organisation. This can be observed in the responses to the question; how Corporate Identity may be influenced. The nature and the variety of the ‘displayed images’ organisations use to manifest their Identity can be observed in quote [3] and in the additional extracts that follow.

“Every corporate identity programme should have well thought out and crystallised design objectives on which to base and evaluate future design proposals. However, in this particular project this did not materialise, causing a lot of down time and frustration.”
(X Designer A) [22]

“Signage, TV advertising and the posters.” (Procurement Manager) [23]

“You can change the fascia of a company, its colours and its imagery through marketing material, through the way your branches look or your stores work. In addition, the way an organisation behaves, the way it looks and talks and currently in the ways in which the brand is translated into the online environment.” (Brand Manager) [24]

“The design of the branches reflects what the organisation is about and it is a cell where the service we provide takes place.” (X Designer A) [25]

“Brand is usually delivered through account collateral, advertising, brochures, follow through to branch design, staff uniforms, sponsorship.”
(Head of Customer Understanding) [26]

The same issue was also discussed with the two affiliates to the organisation, its external consultants. The views of both consultants supported both stages of the bipolar model, illustrating how organisations can research and conceptualize their Primary Identity, then decide on the ‘change objectives’ and devise appropriate ‘displayed images’ to convey this to the public. Two extracts indicating this sequence of the process follow.

“I work really at the front end of the process, so I come from a business background looking at: where the business wants to go, what strengths it has, where it makes its money, how it lies in relation to its competition and try to work out a good position in the market for it to hold. A position that it is sustainable and actually is a huge improvement to what it was, a position which even if the market moves, it still maintains that positioning. And then from that position and that idea a strategy is formed and we will pass the work to the designer, who then will try to conceptualize in a visual way this brand. The idea is that if this is the positioning then the look and feel should be like this, then tone of voice is decided:- we should talk like this and then I probably go in back at the end, I go back to the business to actually try and help deliver that into the behaviour of the organisations, and setting up workshops to tell people about it and try to change the brand strategically.”

(Brand Consultant) [27]

“You want to have as much influence as possible to the experience that the audience has with your organisation. So it is all about the experience. Part of that experience is how they perceive you through communications, part of that experience is the behaviour of your staff, part of that is the information that other people say about the organisation, so what the press is saying about it or the competitors are saying about it, other customers, and then the other sort of key part is the products and services that they offer to them.

It should be noted that both answers indicate a broad variety of ‘displayed images’ that an organisation can utilize in order to convey to the people who view and experience an organisation’s Primary Identity. This breadth in the understanding of Corporate Identity seems to contrast with the rather narrow and compartmentalised views of the organisation’s employees. This critical deviance²³¹ in the views of key personnel involved in Corporate Identity processes highlights a limitation in the use and understanding of the term brand and its semantics. Such an inconsistency could potentially introduce factors in the process capable of inhibiting the effective and holistic control of Corporate Identity operations.

It was also interesting to find out that the then current affiliate consultants were not part of the project during the merger and were only appointed by their consultancy to work with the field study organisation’ one year and four months prior to the interview (four years after the merger). Their previous employment and experience was outside the U.K. This deviance of views could be attributed to a possible shift in the consultancy’s understanding of Corporate Identity or to a failure of the existing process to ensure retraining of key personnel when developments on the issue occur. This was subsequently queried and when the data extracted from the interview of the Brand Manager were revisited, it was identified that the consultants provided tailored services on the request of the Brand Manager, who considered her responsibilities to be the production and overseeing of all customer communications, excluding issues of personnel training behaviour, product and interior design of the branches. This organisational behaviour explains the responses of all the members of A&TS considering their contribution as a one off project. Consequently, whilst external knowledge and advice was available it seemed that it was interpreted and utilized by the Head of Brand Management²³² in a rather narrow way, thus infringing the holistic and effective control of Corporate Identity operations. Once more, the Singleton model with its stages of - task descriptions,- job specification, followed by - training specification and design, could have been a valuable tool to ensure that Corporate Identity operations are not confined into one department and the subsystem of training could have been utilised to inform and train employees of other departments into the objectives, functions of the system of Corporate Identity.

Returning to the discussion of the bipolar model, the opinions of the two authoritative professionals in the field were also consulted. When asked about the types of ‘displayed

²³¹ Although the affiliate consultants included in their answers a broad spectrum of ‘displayed images’ reflecting an organisation’s identity/ brand the brand manager of the organisation defined her primary role in Corporate Identity operations as the guardianship of the brand was narrowed down to the assessment of graphic design outputs and their compliance of written and advertised communications with the organisation’s brand guidelines and values.

²³² Who have worked prior and after the merger in the same position.

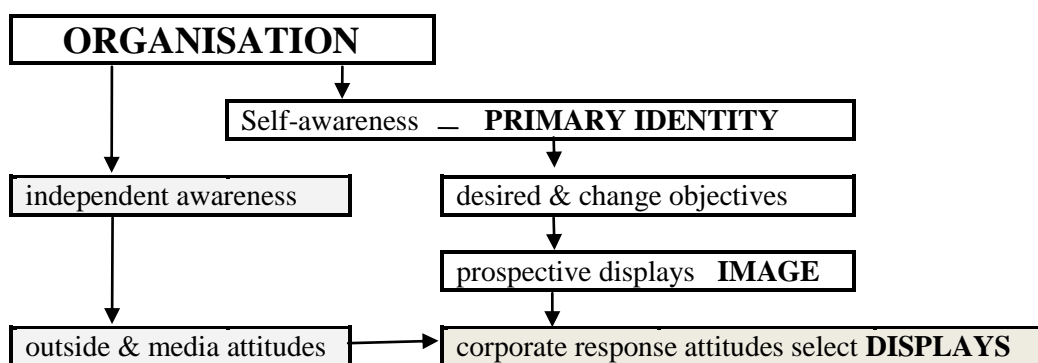
images' an organisation has in its resources to convey to its audiences its primary identity, and how the desired or change objectives are selected the following answers were received.

"I can't explain it in one word. I think some people will say culture, but it is more than culture, I think it is about several things. I think it is about the basic idea behind the business, it is the fundamental proposition of the business. And how is that proposition and the management of that proposition expressed through the designer things, through what you do, what you say you do, where you do it, that sort of issues. Those are the real things by which the core idea of the motivated proposition kind of business is able to be manifested through." (Turner,2005) [29]

"If it is already exists (identity/ brand), then you have to reinvent it and represent it, you have to take what exists, extract from it those elements which make it attractive, and different. And if it is new and it doesn't exist you have to invent them."

(Olins,2005) [30]

The views presented to support the previous two stages also provide material to confirm that organisations select a variety of means to manifest their Corporate Identity. However this researcher proposed that organisations in their selection of their prospective 'displayed images' incorporate feedback from external audiences. This view is also present in the extracts that follow.



"The type of information we research outside our organisation is information present in many different publicly available sources, such as Journals, Market Monitors, Omnibus, Surveys, Internet." (Head of Customer Understanding) [31]

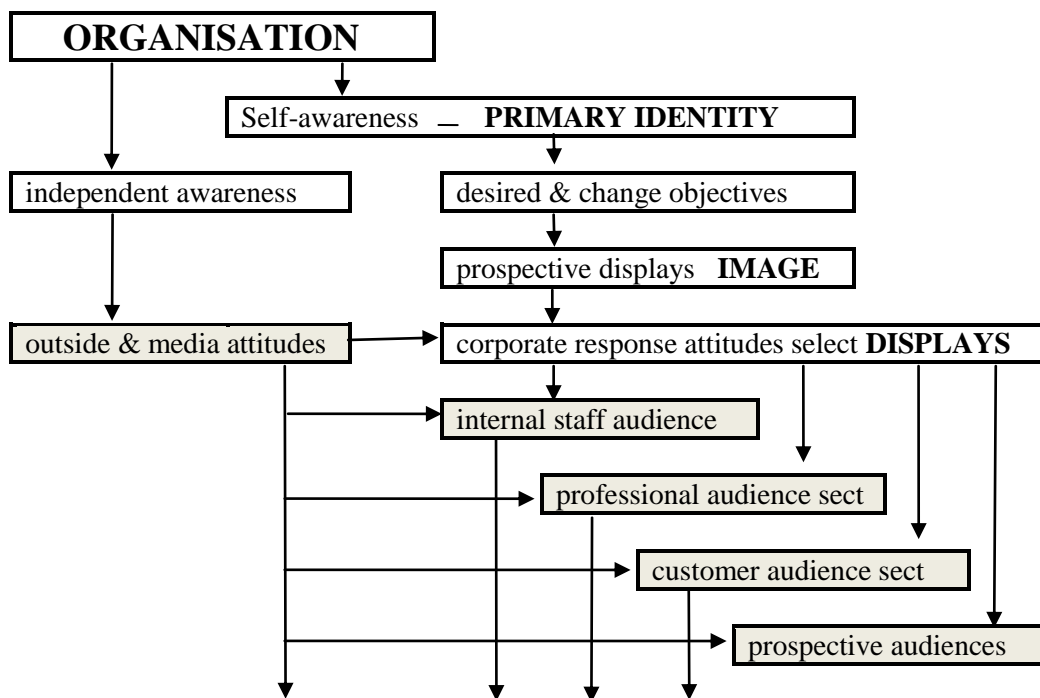
"I believe that if you are trying to develop a good corporate identity you need to get some truths and a feeling about the organisation. So we would actually try to interview people from the organisation, we wouldn't talk to customers, we wouldn't talk to suppliers. Saying to them look if you try to imagine a new place for your organisation, what it would feel like? Will it be warm? Will it be personal? What it will look like?and then we will go and ask people outside the organisation and test these with some customers saying you know this is what we have been thinking about. Is this the right way to go?" (Affiliate Consultant) [32]

These quotes indicate an ongoing monitoring of public views and opinions about the organisation but it can be observed that these activities are limited to the evaluation of

marketing ‘displayed images’ whilst the ‘displayed images’ of interior and product design, or personnel training, customer complaint, organisational behaviour etc, are not regularly monitored against people’s views.

The bipolar suggests that this good practice needs to be performed to aid evaluation of every ‘displayed image’ produced by the organisation. The Secondary Identity as perceived by the various audiences of the organisation needs to be researched, interpreted and fed back to all operations including marketing.

The next stages of the model are examined together since they are related to the presentation of the ‘displayed images’ to various types of audiences. The interviews in their totality presented plenty of material to support the view that the organisation presents / communicates a range of ‘displayed views’ to various audiences both internally and externally [32,33,34] and these processes are directed by the Head of Brand management.



The last stage of the model suggesting that as a result of the audience’s exposure to the organisation’s ‘displayed images’ a secondary collective external organisational awareness emerges, conceptualised as Secondary Identity, was not clearly and unanimously expressed by all the interviewees.

The fact that this was not a predominant feature in their discussions about Corporate Identity and its operations suggests that interviewees were not that clear on the impact of their own working outcomes in Corporate Identity matters confirming the conclusion in 9.4.2. However, unanimously and without hesitation all interviewees supported this stage as far as the outcomes

of the marketing were concerned. They all believed that advertising, printed communication material as well as the products themselves create an experience for the customer that reflects the brand of the organisation.

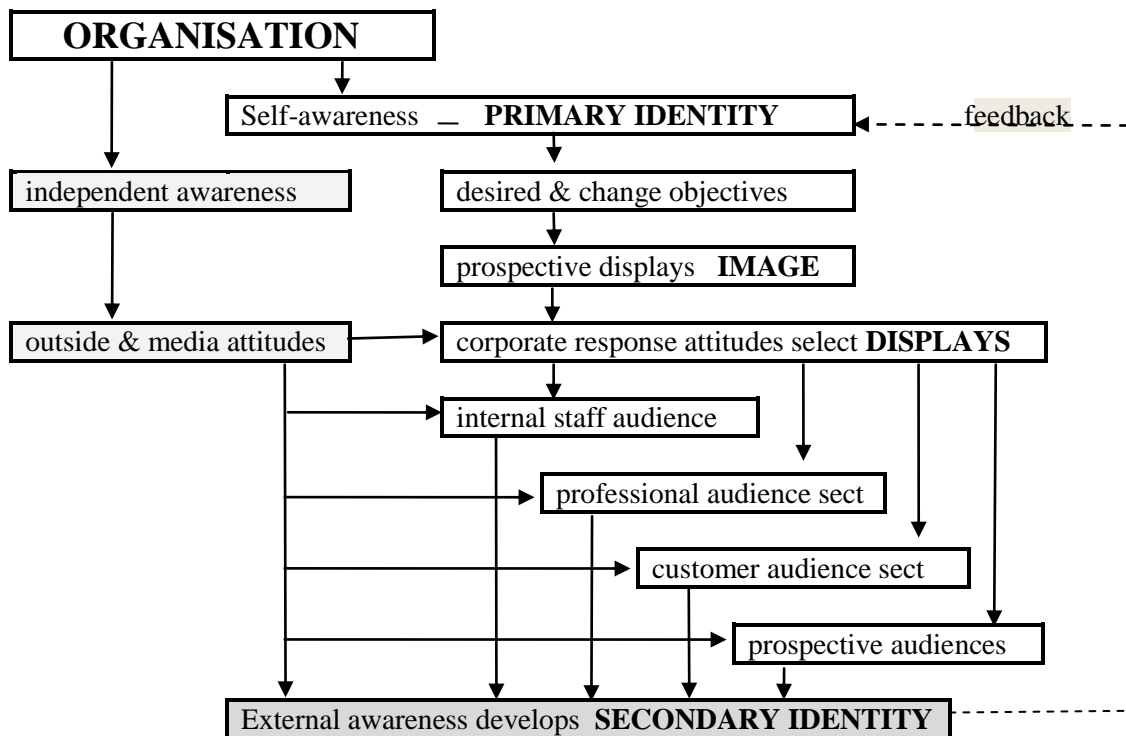


Fig 9.4.3 Exh1

The understanding of Corporate Identity as extracted from the Strategic enquiry on Corporate Identity Literature, Field Examples and Field study organisation (Miggou, 2005).

Finally, the feedback loop linking the stages of Secondary Identity and Primary Identity suggesting audience's researched opinions about the organisation informing the processes responsible for the creation of 'displayed views' was better encapsulated in the comments of the Head of Brand Management who in relation to the types of market research carried out by the organisation said the following.

"Millward Brown is our brand tracking. It tracks against a range of considerations elements such as brand awareness, brand considerations, spontaneous brand awareness, trust. Quarterly we have a MORI study which is done across all the banks, which is done by journalists, which is a quite investigative view at how the journalists, financial journalists around the UK look at the brands and how they feel about going forward. The Care Index is carried out every four weeks looking at the views of our customers. Finally, there is actually ad hock research that we carry out in brand consistency just to see where we are."

(Head of Brand Management) [33]

Thus the speculative model deduced from the discussion of literature to explain this researcher's understanding about the bipolar nature of Corporate Identity seems to be also grounded in the data extracted from the Field Study organisation albeit with some limitations in relation to the

holistic view of Corporate Identity. In all it was found that the basic structure was there but it was not implemented across all the disciplines and departments which all produce outcomes- 'displayed images' which can influence the organisation's Corporate Identity.

The underlined knowledge depicted in this model was not utilized to its full potential since its application was confined to the marketing operations, leaving architectural, interior, product design, behavioural 'displayed images' under researched and their departments unsupported.

This practice clearly clashes with all the suggestions of scholars in the field (Ch8), including the suggestions of the external consultants participated in this Field study (Ch9) the views of which support the principles of the bipolar model presented in this thesis.

9.4.4 Are Corporate Identity operations in their totality understood as a system?

Examination of the interview material indicted an evident difficulty of the subjects to provide answers when directly asked to define Corporate Identity. However a concealed understanding of Corporate Identity as a mental construct in the form of an experience which needs to be consistently delivered to customers was conveyed in their answers as the interviews progressed. Only one of the interviewees directly connected Corporate Identity with public's perceptions. In addition the belief that Corporate Identity is not fixed in time and should evolve was also evident as Fig 9.4.4 Exh1 indicates:

Delivery of consistent experience to audiences	<ul style="list-style-type: none"> • Corporate Identity is a promise of an experience that it is consistently delivered • I suppose that corporate identity should be represented in what you are trying to promote • As a company's personality or values change then so the identity needs to be refreshed to reflect those shifts • Being the same whilst many changes occur, being recognisable Certainly, the collective idea was that once we have created it [new interiors] we only have had to implement it across our branch network, and our task was going to be over. The issue would be looked at again after 10 years when the existing scheme would look tired and not up to date. • It has a sense of continuity over time • The brand is always developing and adapting and now I am in about stage three of the guidelines since we launched and I am sure I will go further, because the guidelines are not longer static, they change all the time • Brand is everything we do • Corporate Identity is reflected in everything an organisation does We aim to be consistent across everything that we do, I think that the brand has to be consistent • Consistency across differing platforms
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Fig 9.4.4 Exh1 Subject's responses containing concealed clues suggesting that Corporate Identity is an experience of the organisation created in the minds of people and needs to be controlled consistently.

These views support the understanding that Corporate Identity operations include inter-departmental contributions all of which should aim to create a consistent experience to various audiences. This finding matches the thesis main premise in which Corporate Identity was conceptualised as a mental construct in the form of processed opinions. In the light of Ch5 to Ch8 findings, Corporate Identity control is not only a top down process but also includes an upward process where the perceptions or 'perceived images' of people should be incorporated in the creation of every component presented by the organisation. This inference was found at least in theory to be grounded also in the data of the case study organisation. Therefore the involvement of audience could be diagrammatically described as:

Exposure – of the organisation – Learning about the organisation – Memory of the organisation – Experience of the organisation – Feedback to operations

However, in practice organisational procedures and worked outcomes in their totality did not reflect this understanding.

The majority of the subjects expressed concerns that the material of the interview was more relevant to the work of marketing. As discussions progressed all participants seemed to admit that aspects of their operations are part of a Corporate Identity mechanism although none of the respondents has directly described Corporate Identity operations or branding as a system. In particular, when the interview transcripts were individually examined they indicated a consistent contradiction between: how Corporate Identity is understood by the interviewee, - their personal contribution to Corporate Identity - and their involvement to Corporate Identity operations. As seen, the majority of interviewees believed that Corporate Identity is about the organisation's experience which is consistently delivered by the organisation. However, improving Corporate Identity was not considered as part of their job description [15,16,17,18] thus excluding their contributions from the processes controlling it.

As discussions progressed and the interviewees began to understand the purpose of the interview it was extracted that their work alongside that of other departments is, can, or should be considered as part of Corporate Identity operations as Fig 9.4.4 Exh2 indicates.

<p>Corporate Identity as System</p>	<ul style="list-style-type: none"> • The operations of my department that contribute directly to Corporate Identity is the work of 'Corporate Design group'. They are not doing corporate identity but I am using the word corporate in terms of something that would apply to the majority of the things we do, which is the group delivery. We get a standardised design, procure that centrally and roll it out as the basis around which the local issues are designed, but to be fair the major drivers are the marketing department. • Corporate Identity doesn't necessarily get led by one department. It's shared between Group Customer Management for posters, adverts and leaflets and Group Property Management for building signage and interiors. • My personal view varied a lot when compared with that of the department. So my belief was and is that the design of the branches should be representative of the organisation as a whole. For example every designed component should create in the minds of people what the organisation stands for. Unfortunately, after the CIP was over this was not the case. Our contribution was considered as a one off. • Our involvement in Corporate Identity operations is the manufacture of the furniture according to the client's specification on time with minimal disruption and at competitive prices. So we assist our clients to promote and signpost their brand. • Every designed component should create in the mind of people what the organisation stands for. • Trying to 'improve' an identity without a holistic approach to changing the business will lead to a fraudulent experience for it's customers. • The only contribution I made as head of procurement is to purchase it in the most effective cost once Corporate Identity is being designed. • I don't know who else is directly involved, but it should be something like customer relations in order to deliver service excellence, but I don't think they understand it, so they don't do it. • I have trouble with what you are defining as Corporate Identity, we do a whole range of market research that are ad hock related to brand design but we also do other things related to different activities of the organisation for example customer satisfaction. • We take part in the mechanism of course we take part in the mechanism because we collecting information from our customers in terms of their perception of our brand and the activities that support our brand and we present that back to our internal clients, who hopefully can make the decisions on it. • We did the re-image of their branches with the new logo. We manufactured the signs for over 3100 sites throughout the UK within a 13 week period. This was a huge task.
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Fig 9.4.4 Exh2 Quotes of respondents indicating that their operations are part of Corporate Identity operations which is the operational principle of a system.

The contents of this Fig indicate an underlying understanding that the worked outputs of many departments and external agencies and subcontractors contribute something to Corporate Identity but it was evident that this was not an understanding driven officially by the organisation.

The responses of the Head of Brand Management throughout the interview asserted that Corporate Identity control is solely the work of marketing and their associated external consultancy agencies confirmed that the way that Corporate Identity was practiced contradicted with the way it was understood by its members. For example, despite the alleged belief that brand should be delivered consistently across all platforms [1], [3], the outputs of departments such as A&TS, Personnel Training, HR, contractors, in practice were not officially seen as part of Corporate Identity operations nor their control, by the Director of Brand and Sponsorship neither its trusted Head of Brand Management. The exclusion of these departments from Corporate Identity operations, by the two people that across the board of interviewees were understood as responsible for Corporate Identity operations, clearly suggests that officially operations as a whole²³³ were not considered by the organisation as a system.

In addition, examining the operational principle of a system, where each operational unit requires appropriate inputs to function according to the specification of the system, the processes of the organisation were found wanting. For example the designers involved in the creation of the network interiors clearly stated that the market research they had to work with was an all purpose research which was appropriate for marketing and advertising purposes. This was also confirmed by the Head of Marketing. Network designers occasionally attended market research presentations,²³⁴ the analysis of which had to be incorporated into the design proposals. The questions asked by the market researchers were not presented and there was a concern that they were not specific to interior design issues. One designer in particular expressed the concern that whilst the organisation was perceived as being austere and unfriendly the reasons behind these beliefs and which parts of the interiors have created these perceptions were not part of the presentation. In addition, the data indicated that the A&TS was hardly consulted on possible design issues requiring market research. The examination of few market research worked examples indicated that whilst the organisation had a number of measures in place to test its brand awareness, brand health, customer satisfaction, and operational efficiency

²³³ When the activities of marketing and the agencies were examined, their operations had the characteristics of a system where the outputs of one department serve as the inputs of the next department. This however, was considered as a result of operational procedures which were developed over the years within the discipline of marketing, rather than the result of progression in the understanding of Corporate Identity and its control.

²³⁴ On the results of market research projects.

there was no measure for the brand experience of their customers with their branches despite the fact that Corporate Identity was previously conceptualised by the Head of Brand Management as the promise of an experience that it is consistently delivered to the customer [1]. When this was brought into Head's of Brand Management attention, raising the concern that the branch is one of the environments where this experience is created and delivered to customers, yet the operations of the department that designs it is not part of the Corporate Identity control operations, the reply was:

“I oversee the production of all customer communications to ensure that they are consistent with my idea of what our brand is about, therefore I initiate research into brand awareness, its consistency and competition.” [34]

The issues of branch design were excluded because she was aware that A&TS had a group of people looking into branch refurbishments and that possibly there was a team looking at new branch design. These assertions were not evident in the answers of the head of A&TS who categorically has stated that there is nothing that his department could do to improve Corporate Identity operations since it was designed when the merger took place and since then their contribution was the delivery of this design. This latter statement did not comply with the worked examples of the design team where two architects were working on new design proposals for network componentry and stage sets of annual conferences of the group. It was also surprising that the network designers were not aware of the keywords that described their organisation's Corporate Identity, yet they were working on the design of branches, exhibitions, conferences etc.

These findings were not surprising and their adverse influence on Corporate Identity was confirmed by the information extracted²³⁵ from the customer complaints department, where it was briefly stated:

“You are catching us at a bad time of unprecedented numbers of complaints and internal concerns over service delivery and the operation of branches.”

Further investigation indicated that market research into the branch experience has not been conducted since the launch of the new logo, design scheme and interiors Corporate Identity 7 years prior to the interviews, at the time of its merger.

In addition, the demographic data that the organisation had in its disposal were not tailored to the needs of interior, architectural, or multimedia design so design proposals were created and evaluated with subjective criteria. The unwanted frustration, loss of time and costs that

²³⁵ The Director of Brand and Sponsorship refused permission to interviewee personnel from the HR or Customer complaints department.

occurred could have been prevented if in the extensive and regular brand monitoring market research of the organisation, questions relevant to branch design were incorporated.

An additional example of less efficient control of Corporate Identity operations due to the lack of systematic co-ordination of departments was:

A full scale prototype of a new counter design was rejected by the security department after passing its antiballistic test on the grounds that the majority of the branches are situated in areas with high criminal activity. This delay, unwanted expenditure and arguably frustration could have been prevented with the use of Singleton model. The model as seen in its stage of task synthesis brings together all the people that need to co-operate in the beginning of a project. Therefore security constraints could have been incorporated at the stage of synthesis of tasks prior to the design phase.

In all, the observed lack of understanding that all contributions of all departments can influence the whole continuum of Corporate Identity, clearly contradicts with the responses of the Brand Director and Manager suggesting as seen in 9.4.1 that “Corporate Identity or brand is everything we do” and the assertion that Corporate Identity operations are about the consistent management of the experience of the customers[1]. The focused concentration in the conformity of written and verbally communicated messages with the brand guidelines in practice introduced discontinuities in the holistic and systematic control of operations. Thus Corporate Identity operations were understood nor practiced in their totality as a system.

9.5.0 OBSERVATIONS

The outcomes of the structured understanding²³⁶ of Corporate Identity assisted in devising a diagnostic tool to investigate possible discontinuities in Corporate Identity operations on the Field study organisation.

Doctors do not operate on patients until they think they know what is wrong and how the situation can be improved and thereafter be controlled. In much the same way, organisations should not solely rely on external agencies when embarking on Corporate Identity programmes because the aftercare on how to holistically maintain, apply and control Corporate Identity operations is usually not supplied and it is left to organisations to manage.

The diagnostic tool indicated that there is a need that all staff should have a common understanding of what Corporate Identity is, how it works and how everyone can contribute to the processes, in order to avoid misalignments with the brand guidelines.

²³⁶ Strategic enquiry.

Therefore these topics should be built into personnel training and induction processes and the organisation needs an operational model to organise the operations of these departments. In the case study organisation, training was partially carried out around the time when its new identity was launched and then the issue was forgotten. This attitude explained why the newly employed personnel were clueless of the keywords that described the identity and the majority of interviewees believed that were not part of the process. The staff that were employed at the time of the Corporate Identity Programme, although have adopted a learned speech as to what is Corporate Identity, indicated an esoteric understanding that their operation contributes something to Corporate Identity. The fact that this attitude was not put into practice was the organisation's attitude to confine Corporate Identity control in the management of marketing operations.

It was observed that the department of marketing, that maintained continuous contact with the external consultancy employed to develop this Corporate Identity, continued to apply and develop the Corporate Identity guidelines in the years that followed the merger. Whilst the guidelines were extended to embrace internet sales and sponsorship, issues such as network branches, staff training, customer complaints, shareholders' satisfaction was left unattended and not researched for at least 7 years. In addition, neither the consultants, nor the organisation had devised a methodology to reassure that as the years pass, personnel changes and in the absence of any record keeping, contributions of relevant departments were still integrated in order to achieve the desired consistency on all platforms. Thus eventually operations have become less effective.

9.6.0 CONCLUSIONS

It can be concluded that the findings and inferences of the thesis were also found to be grounded and supported in the data collected from the case study organisation.

This researcher has worked to create a comprehensive 'diagnostic tool,' based on the operational principles of the Singleton model, that works both individually and collectively to assist organisations to identify potential weaknesses of Corporate Identity operations in a holistic and partial level. The primary purpose of the 'diagnostic tool' was to examine how Corporate Identity is understood in practice and to examine the inputs and outputs of various departments that should be involved in Corporate Identity operations. It was devised and tested in the case study organisation identifying numerous misfits between departments which if put right could improve operations.

It can be concluded that Corporate Identity as a term puzzled the practitioners who preferred the term brand. It is important to note that although the majority of interviewees, could see how

their operations can fit Corporate Identity operations, they also saw their contribution as irrelevant to branding operations. Perhaps this has to do with the historical association of brand with the processes of marketing, whilst Corporate Identity historically was associated with graphic design.

The case study organisation clearly optimised their employees and operations around doing individual projects well rather than in a holistic, co-ordinated and more effective way. This ad hoc management of operations has caused the creation of many inconsistent messages communicated by various operations and its previous strong Corporate Identity has lost its previous good ranking in the minds of its audiences.

9.7.0 NEXT TASKS OUTLINED

To perform a criticism of the thesis as a whole.

10.0 EVALUATION OF THESIS

10.1.0 THE PURPOSE OF THIS CHAPTER

The purpose of this chapter is to evaluate the thesis by examining the literature findings and the Field Study material in terms of the objectives of the thesis and to highlight the strengths and limitations of the study's outcomes.

10.2.0 THE METHODOLOGY OF THIS CHAPTER

It was decided that the evaluation of the study should be performed against a number of predetermined criteria in the form of specific questions that will demonstrate the value and the original contribution of the research study and recommend topics for further research. The principles of the SWOT analysis underpinned the assessment of these criteria.

10.3.0 THE DIAGNOSTIC QUESTIONS

10.3	How the thesis can be evaluated?
.1	How effective is the Strategic enquiry as a research method?
.2	To what extent was a holistic understanding of the concept achieved?
.3	To what extent will the use of the systematic model contribute towards a more effective control of Corporate Identity?

10.4.0 SWOT ANALYSIS OF DIAGNOSTIC QUESTIONS

10.4.1 How effective is the Strategic Enquiry as a research process?

STRENGTHS

As previously stated this research project initially was initiated to understand the relationship between Corporate Identity and design. Two important publications, written by Bell (1999), and Philips and Pugh(2005), on how to carry out a PhD research were examined but quickly became clear that the general advice suggested on how to carry out and present a conventional literature review was not very helpful for the task in hand for the following reasons.

The literature classified under the general keyword of Corporate Identity was predominantly design oriented where Corporate Identity, is understood as (1) the sum of the designed outcomes of the organisation (2) the control of design operations. In the important publications, written on the Field of Corporate Identity from the design perspective, there was no mention of research issues, in order to identify theoretical or practical gaps that this research project could address. In addition, very few articles could be found in scholarly journals which have been peer

reviewed and discussed the field and its issues. On the contrary, public available material was plentiful mostly criticising the otherwise good work of designers (Appendix 1.0).

As the search for more academic material continued, the enquiry expanded into other disciplines, such as business, advertising, marketing, etc., including more keywords and concepts. This material in its totality seemed to be contradictory and fragmented.

The paradox was that the explanation of the concept in such a narrow way (confining it in design and its control) could not alone justify all the claimed benefits of a strong Corporate Identity emerged loud and clear (3.4.2). It became evident that the explanation of Corporate Identity was not holistic enough to support or to connect the ideas expressed in literature from different disciplines and points of view.

Therefore, the main objective of the thesis became the understanding of the essence of Corporate Identity. Inspiration on how to make sense of this desperate, fragmented, incomplete, and mostly incongruent material was found in the writings of Plato especially Phaedrus where Socrates explains how one can analyse matters and understand the Form of concepts under consideration and discussion.

Priority on every discussion and analysis is that one needs to know ‘what is being discussed?’ However, the search of a definitive explanation became elusive. The idea of the Diagnostic Questions was born to introduce and make sense of the puzzling issues, identified in the published material. Author’s views in relation to these issues were gleaned from publications to provide evidence to contribute answering the questions and great care was taken to revisit conclusions in the light of new material as suggested by content analysis.

In Socrates world if one wants to have a clear notion of the nature of a concept (its form) and the subject is complex we need to determine its parts, (its components), the forces governing it (the theory that explains the concept), recognise examples in actual life (Field Examples) and study its phenomena in action (Field Study), and to choose the right language to express opinions based on the audience (practical explanation of Corporate Identity to be understood by everybody working in an Organisation), there is also the need to have a logical reason why each topic follows the other, (order of Diagnostic Questions). These guidelines alongside the content analysis principles in relation to the themes and the major similarities or differences identified in texts (Emerald,2011) were incorporated in the compilation of sets of Diagnostic Questions. These questions developed into the method devised in the thesis to structure the literature in order to be synthesised and discussed.

In all, by accommodating these requirements, the Systematic Enquiry was born which enabled this researcher to put together less researched issues and recondite ideas, which were less obvious or perhaps too trivial for authors to write about, and to structure the literature in a way that:

- The understanding of Corporate Identity became less obscured
- The understanding found a theoretical explanation
- Previously contradictory views were reconciled
- Its operational level became less puzzling.

The literature classification table (2.2.1 and Appendix 2.1) proved to be a practical way of finding, classifying and assessing relevant published material to the questions asked. This was inspired by the principles of content analysis as explained by Krippendorff (2004) who said that when an enquiry is motivated by specific questions relevant texts can be sampled. This type of search allows the purposeful reading of texts to answer specific questions and not the reasons why the author has written the text in the first place. This was very important for the exploration of this topic because as previously stated published material has not primarily dealt with these issues and fragments of views had to be gleaned from texts with different purposes. So equipped with the Diagnostic Questions text sampling and selection became easier. That enabled the strengths and weaknesses of the detail within the published material to be identified and clearly mapped. The table was re-examined in the light of various criteria and more detailed issues covered by the structured discussions. These discussions effectively provided structure to the rather incoherent published material.

By deconstructing the concept of Corporate Identity into its phenomena in action, their features, components and processes, it was possible to build an holistic and practical explanation of Corporate Identity for multidisciplinary use. This understanding provided a theoretical underpinning for existing views of authors which were mostly found to be limited to unexplained opinions.

An additional outcome of the methodology was the generation of a conceptual model which reflected the constructs underlying the thesis understanding of the concept indicating the relationship between every discipline and Corporate Identity (6.6.3 Exh1). This flexibility was achieved through the introduction of the two terms: ‘displayed image’ and ‘perceived image’ (Ch6). The explanation of Corporate Identity as a ‘cumulative perceived image’ and its distinction from Corporate Image via consideration of semiotics and processes of perception allows all the people involved in Corporate Identity processes to understand in a consistent

manner what their contribution is to the process and how their work can influence Corporate Identity.

Re-examining the published literature and looking backwards in the Diagnostic Questions not only provided a platform to look ahead but also gave this researcher intellectual and perhaps psychological permission to theorise a new understanding for the concept of Corporate Identity and speculate how based on this understanding its control might be influenced in more effective ways.

According to Quah,(1999) and Foray (2002), our era is usually referred to as the “knowledge economy”. In a society based on a knowledge-based economy there are four kinds of knowledge which consist of market commodities or economic resources (Chartrand,2002).

These are:

- Know-what
- Know-why
- Know-how
- Know-who

In the knowledge based economy (1996) published by the OECD (The Organisation for Economic Co-operation and Development) “know what” concerns the factual knowledge that can be offered as explicit information broken down into its details. Such knowledge is expected to be present in the work of some professional domains such as lawyers, doctors and designers. Corporate Identity published literature indicated important shortfalls on all four types of knowledge in relation to Corporate Identity. The picture of what Corporate Identity is, why it is important, how it can be controlled and by whom it is influenced, was found to be lacking in detail and confused if not contradictory in its detail. The methodology devised by this researcher, brought together and connected published material into the four categories of knowledge that organisations should strive to excel in (Chartrand,2002). These, when brought into the context of Corporate Identity operations, will read:

- Know – what – Corporate Identity is
- Know – why – Corporate Identity is important
- Know – how – Corporate Identity works and is controlled
- Know – who – Should be involved

The Strategic Enquiry structured the literature and provided answers to these questions.

In the academic domain of education and research the devised methodology can be applied as a method of making sense of the literature on topics where the researched field has not got an established research basis. The method will assist the researcher in classifying the data for further processing and to discover possible discontinuities and issues requiring further research.

In this context an additional strength of the systematic methodology is its ability to:

- Identify research opportunities and formulate research questions. Denzin and Lincoln (2000) argue that prior to a research study it is important to identify what information will appropriately answer specific research questions. The Strategic Enquiry was particularly helpful in the diagnosis of problems in a field where (1) design orientated publications mostly portray everything as well managed, whilst (2) the practical application of Corporate Identity is widely criticised by the media and costly mistakes are seen to have happened. The research methodology certainly assisted in the identification of this research topic, which previously was not evident²³⁷.
- Make the time available for research studies to be used constructively and effectively.
- Assist in the exploration and understanding of esoteric concepts, by deconstructing them into their parts, observe their real life phenomena cross examining these with published views and ideas.
- Encourage researchers to conduct investigation and shed light upon something on an objective basis by assisting in finding “the objective truth” of different issues at the stage of literature review, by being able to select the most reliable and relevant texts for analysis. The devised method prompted this study to break away from Corporate Identity design oriented publications, where the definition of the concept was unanimous but could not explain how graphics alone could create a strong Corporate Identity. The method channelled this researcher to look for answers in general design texts, historical examples, field examples compiled from a range of public available material, expanding to the viewpoints of other disciplines and theories to explain its characteristics and nature.
- Identify gaps in the literature in relation to the Diagnostic Questions, and encourage through the discussion of the questions to reflect on why these might exist.
- Allowed the identification of obvious gaps within each primary or secondary question offering possibilities for further study.

²³⁷ At least in design oriented publications and design academia.

In all, the Strategic Enquiry was considered to be fruitful in results and it is believed that it is also applicable in other fields where information is similarly fragmented and unaligned.

WEAKNESSES

The weaknesses of the methodology experienced as problems in this study were:

- The methodology might require researcher's prior and detailed knowledge of the field in order to choose the appropriate²³⁸ Diagnostic Questions to understand the field of Interest. This will arguably speed up processes however it will also allow the introduction of professional biases.
- The methodology requires a continuous review and revisiting of the questions. This continuous rearrange into appropriate clusters or sets might be stressful. However, in this way the formation of the questions will include topics of concern, uncertainty or even contradiction which counterbalances the fact and the underlying structure connecting these might take a long time to establish and figure out.
- Discussion of questions might be very long, however observations and conclusions can gradually be strengthened.
- The methodology might encourage more time to be spent in data gathering, than its analysis and discussion thus limiting the time available for other operations.
- The methodology might encourage discourses to overlap, and particular attention should be given to recognising what material belongs in which section.

OPPORTUNITIES

Despite the problems experienced with the method, certain opportunities also presented themselves.

- The methodology was devised for application at the stage of the literature review of academic research projects. An area that was judged by this researcher to be characterised by uncertainty and literature (about how to conduct literature review) which is confined to suggestions rather than methodologies. The majority of work on research methodologies is written for the stage of data analysis gathered at the stage of field study rather than the stage of literature review. The proposed methodology was compared with more recent

²³⁸ Excluding the questions suggested in Plato's Book: *Phaedrus*

suggestions on how to carry out literature review and was found to accommodate these suggestions (Emerald,2011).

- The methodology besides facilitating the main objective of the thesis evidently produced additional outcomes that offer opportunities for academic research and some can be used in practical applications. For example, it assisted in devising an appropriate “diagnostic tool” in the form of semi-structured interviews to identify discontinuities in practical processes involved in Corporate Identity operation (Ch9). This tool could be tried and tested in more organisations and evaluate its applicability in practice. Its application in this study generated data to support the findings and inferences of the thesis but it also identified additional future research topics. An identified area for future research is, how can market research improve its operations to produce relevant outputs to the needs of architectural and interior design? How can demographics inform the operations of these disciplines?
- Furthermore, by understanding the Form of Corporate Identity, additional suggestions on how operations might be better influenced were proposed (adapted Singleton model) the application of which offers an additional path for future exploration and testing.

THREATS

The methodology might be regarded as daunting in its application. However, all methodologies are not carried out exactly as presented and care must be taken to tidy up steps and processes (Phillips and Pugh,2000). The literature classification Table (2.2.2, Appendix2.1) was devised to sort, structure the literature and select appropriate reference material for the discourse of the Diagnostic Questions. For this reason there is no guarantee that one set of references will be appropriate for other research interests.

10.4.2 To what extent was an holistic and practical understanding of the concept achieved?-Thesis contribution.

STRENGTHS

The strengths of the thesis’s conceptualisation are examined from two points of view: its academic and its practical importance.

Let’s now examine the theoretical contribution of the thesis and how it is linked to the existing state of knowledge. The identified need for a unanimous definition of Corporate Identity in theory and in practice was discussed in detail in the thesis. A need that was started by Abratt

(1989) identifying the interchangeable use of the terms Corporate Identity and Corporate Image, continued much later in Balmer's writings on the subject (1997-2008). As seen in the thesis, Balmer, throughout his publications, identified the unfulfilled need for a unanimous definition of the concept of Corporate Identity, urged academia and practice to realise the need that Corporate Identity should be distinguished from Visual Image (Hong – Wie He and Balmer, 2007). The latter as seen in the thesis and is also supported by Van Riel (1995); Van Riel and Balmer (1997) and Melewar, et al. (2001) is one of the many elements that form Corporate Identity. Arguably any effort towards understanding and defining the construct is of academic value.

The practical explanation of Corporate Identity as the sum of the 'perceived images' incorporates each and every definitive explanation written from any discipline on the subject simply because every outcome has communicative properties and the power to trigger 'perceived images' to people. Such an explanation is broad enough to encompass every 'definitive statement' emerging from every discipline seen in Fig 8.4.2 Exh1, from statements of the Design school of thought, Interpretative, and Communicative (Van Riel and Balmer, 1997) to the multiple types of Identity where Corporate Identity encompasses the distinct characteristics of an organisation rather than its self-presentation (Balmer, 1998b), the more specialised concepts of Organizational Identity suggesting that Corporate Identity or Organisational Identity is the ways the internal audiences perceive their organisations (Hatch and Schultz, 2000 and 2004). The thesis explanation can also encompass the recent understanding of Vella and Balmer (2008:5) where the authors stated: "Identity is a holistic construct enveloping most salient aspects of organisations. It is strategic in nature embracing all functions and aspects of organizational life. Finally it can also support the views of Bartholme and Melewar (2009) suggesting that Corporate Identity as a construct should embrace stimuli created for all human senses introducing the idea of 'corporate sensory identity'.

Karl Pearson (1892) and Barlow (2008), argued that scientific concepts and laws simplify complex experiences – that their importance lies in the fact that they bring economy of thought to mental processes relevant to these complex experiences. In much the same way, the practical definition of Corporate Identity proposed in this thesis is concise and structured enough to accommodate both very brief and deeper explanations. Economy of thought and clarity in communication is facilitated because the model presented in 6.6.3 Exh1 can be grounded in semiology for academic audiences and in basic principles of perception and optics for less academic audiences. In practice, economy of thought is achieved, for people that work in Corporate Identity operations, by removing unnecessary jargon when multidisciplinary co-operation is required. The glossary of the thesis is a brief account on how the concept is

explained from different disciplines and for different purposes. However as seen previously, these focused and specialised explanative statements might inhibit the co-ordination of multidisciplinary operations. Having a common understanding of the concept between cross-functional teams will improve communication, motivation, and counteract departmentalism caused by the elitist approach in defining the concept which might be understood by few members within the organisation.

At an academic level, Corporate Identity was conceptualised in a manner that would accommodate, explain and bridge existing thinking on the field rather than fragmenting it even further, because it is wide enough to embrace all the other definitive explanations, regardless, as seen in the thesis, if they describe Corporate Identity as a process an outcome or a management exercise, synonymous or not to Corporate Image or Organizational Identity.

Chapter 4 presented the five conditions that according to Albert (1998), should be satisfied by an explanation (4.4.1). Here, the proposed understanding is evaluated against Albert's criteria.

1. Describe uniquely the term or concept

Corporate Identity was initially conceptualised as a subjective continuum created in the minds of organisation's audiences as a result of the analysis of Social and Historical examples of groups of people with Strong Corporate Identities (3.6.1). This inference was strengthened and confirmed in indicating how this understanding can incorporate the views of various authors (4.4.4) and finally this inference was grounded in the theory of Semiotics and Corporate Identity and was explained as the total sum of perceptions that stands for an organisation to its various audiences (5.6.1). This description of the concept was considered unique since it is intended for multidisciplinary and practical application; where as seen specialised terminology and concepts will inhibit its effective and holistic control.

2. Distinguish it clearly from others with which it might be confused.

This thesis provided a platform and a theoretical frame (Semiology) by which usually unexplained views, opinions, definitive explanations, and interchangeable use of the terms Corporate Identity and Corporate Image can be explained. The thesis through the phenomenon of unlimited semiosis provided an answer to this relationship (5.4.6). This relationship was revisited to explore how these two concepts manifest in practice through the Gestalt laws of perception (7.5.1).

3. Prepare ways for the measurement of the concept

The conceptualisation of Corporate Identity as the sum of the ‘perceived images’ held by the various publics provides an answer to the question why research into Corporate Image is the first stage in the practical remedying or monitoring of Corporate Identity. The answer is that if Corporate Identity is a summative form of accumulated ‘perceived images’, then it can be measured, studied, influenced and monitored. This is an answer which purely design-based conceptions of Corporate Identity cannot really come up with.

4. Locate the term of the concept within the theoretical environment, where its understanding can be realised.

The discussion of the Diagnostic Questions and the introduction to the field of additional diverse material related to perception, semiotics and systems design allowed this researcher to create an academic understanding which could be grounded in the theories of well established and researched fields – something that the majority of explanations of Corporate Identity do not deal with. The fields of perception and semiotics provide opportunities for design driven professions to seek ways in which people’s views of designed environments (or other designed ‘displayed images’) can be reliably researched and incorporated into design processes. As seen although this works well in the field of product design through ergonomics designers have very little information on their disposal in relation to organisation’s demographic groups and their aesthetic preferences.

The proposed explanation can be utilised by different professionals with different education and experiences and for different reasons. At the hierarchical level, where decision making takes place, problems and mismatches in the outcomes of operations can be diagnosed, researched and remedied before a crisis takes place. This can be done by testing each prospective ‘displayed image’ to assess what type of ‘perceived images’ will trigger. If audience’s response is incongruent with the intentions of the organisation then this particular ‘displayed image’ will require tuning. At a lower level, staff realise how day to day activities contribute to Corporate Identity because of the ability of the conceptualisation to be explained at a level of common knowledge and experience.

In addition, the theoretical environment chosen to situate the understanding of Corporate Identity assists the “design” of meaningful staff training material on Corporate Identity issues. Training can contain examples on practical ways in which their day to day activities can influence Corporate Identity, thus assisting in achieving consistency in the ways the organisation presents itself but mostly in the perceptions it triggers. By grounding the

understanding of Corporate Identity on a basis that can be easily explained to everyone involved (audience) assigns responsibility to every member of an organisation.

This was put into practice and tested in a training staff session of a food company in March 2006, with satisfying results. The training according to the manufacturer contributed toward better product quality (employees paying attention to the outcomes of their work), reduction of wastage (employees make an effort to achieve prescribed outcomes such as how a sandwich should look, packaged and displayed), and led in the increase of personnel morale (operatives felt valued and responsible), achieving higher satisfactory results on their yearly cultural survey.

5. Should accommodate all known existing situations and predict those that have not yet been discovered.

To evaluate the conceptualisation in terms of this condition, the reader, in addition to the material of the thesis and its academic and practical strengths presented in this chapter, can also retrospectively refer to the glossary compiled for the thesis (Appendix 4.5) and review these explanative definitions of Corporate Identity in light of the proposed explanation and the conceptual model of Corporate Identity presented in the thesis. The proposed conceptualisation can be seen to embrace and incorporate a wide variety of various definitive explanations of the concept. When these are examined in the light of our explanation, the provisional conclusion of Ch4 suggesting that these are written for specific purpose for specific audiences and their purpose is to be explicit on the role of each discipline in the whole process of Corporate Identity – Branding rather than to define the concept of Corporate Identity, is strengthened.

The thesis' approach based on discussions of concealed and contradictory issues of the literature is more dialectic in nature and recognised that setting aside the use of language²³⁹, all contributions in their totality they seem to present different views of the concept and its phenomena.

With regards to whether the conceptualisation of Corporate Identity proposed in this thesis predicts situations that have not been discovered, it is believed that it is holistic enough to embrace the activities of organisations that have not yet been associated to Corporate Identity – activities such as customer complaints, IT, ISM, Staff training, etc., for they all with their outcomes have the potential to trigger various 'perceived images' resulting in the creation – influence of Corporate Identity.

²³⁹ The use of language and tone used by authors when they defined their terms has been commented on the thesis and appropriate comments have been made.

If Corporate Identity is the sum of ‘perceived images’, which are triggered by various ‘displayed images’, it is clear that more work needs to be done on the ways the selection of the appropriate triggers can be controlled in order to achieve the required Corporate Identity.

This is something that can be facilitated with further research in the ways the operations of each discipline can be informed by studies on perception, whilst marketing is geared to understanding and incorporating perception into their creative processes other disciplines such as design, customer services, etc., have some work to do. (Opportunity for further research).

Finally, since the reviewed published definitive explanations were found weak in terms of Albert’s criteria, the proposed conceptualisation of Corporate Identity was considered to advance the practical understanding of Corporate Identity.

WEAKNESSES

Due to logistical, time, cost and technology implications this conceptualisation was not presented in any conference or journal. However, the majority of its outcomes have been partially made public. The conceptualisation was presented in an internal assessment meeting at De Montfort University in (2000), where it was subjected to criticism by the then head of research, and by the faculty assessor. They strongly believed that explaining Corporate Identity would not amount to an original contribution to knowledge, and that its current definition is enough for the purposes of the Design Faculty.

The Strategic Enquiry was subsequently devised to clarify the originality of and need for a new definition. The new conceptualisation of Corporate Identity, and the proposed Singleton model, were also presented on December 2004 at the headquarters of the Field study organisation. In March 2006 the explanation was also incorporated in staff training sessions of a leading food manufacturing organisation.

OPPORTUNITIES

To extend and further develop the conceptualisation of Corporate Identity via its introduction into discussion circles – forums – and further work to evaluate its importance and contribution.

THREATS

The conceptualisation might be criticised for its simplicity and receive comments such as “This is not new!” “We know that!” However, both the literature review and the Field study indicated

that few authors and practitioners properly associate Corporate Identity with the realm of perception.

To obtain a feedback on how the definition was going to be perceived, assistance was sought in the views of Wally Olins in an interview carried out on December 2005. The following extracts from the interview seem to support the thesis definition.

OM: After all these years of experience in the field of Corporate Identity how would you define it?

WO: I think I have defined 'brand' on so many different occasions, it is the creation of a personality around a product or a service or a nation, or anything else and sometimes the personality actually exists and sometimes it has to be created. What brand does: is it gives a product or a service a character, a personality and a style.

OM: What is your view of the relevance of design towards achieving Corporate Identity changes?

WO: Huge, huge. Lets take a pure service brand, Orange. Orange is nothing:- you can not touch it, you can not see it, the only thing you see of Orange is its communications. Orange apart from its communication is invisible, it is entirely controlled by behaviour, in branding terms, identity terms, Orange is communicational behaviour. If Orange did not look the way it did, operate and talk they way it did, it wouldn't be Orange.

OM: How is Corporate Identity conveyed to people?

WO: I don't believe in mission statements and vision statements and value statements. I think that they are waste of space. I think that what the brand stands for you can encapsulate in a book, you can encapsulate it on a Web site, and people understand that through what they see and feel. And then they have to interpret what it means themselves. You cannot stand over them and see everything they do. External audiences are only interested in the overall impression you make on them.

OM: So do you think that Corporate Identity and perception are linked?

WO: There is a direct link

OM: Is Corporate Identity what we see? In terms of logo, design, behaviour? Or what we perceive?

WO: Actually it is both. Corporate Identity changes in line with those perceptions.

At the end of the interview the proposed conceptualisation was briefly discussed.

It was suggested that the thesis definition would not stand alone for example in a dictionary and that it would need a form of introduction and explanation to staff. In addition, it could be the basis for an interesting training tool around the question What is a brand?²⁴⁰ because the majority of employees and managers do not know what is it, especially banks, which according to Mr Ollins are "lousy in these matters".

²⁴⁰ W.O has stated that Corporate Identity and brand was considered to be the same thing and that the latter term can be better understood by the public.

WO: “Then, one can go on, explaining what their particular brand is about, and then there is a chance that a brand champion can be established in every office and in every department. These in turn can cascade this knowledge down to their own people”.

WO: “Actually, I can see that working”.

10.4.3 To what extent will the use of the systematic model (adapted Singleton model) contribute towards a more effective control of Corporate Identity?

STRENGTHS

The methodology of the thesis has contributed to the adoption of an accepted and tested systems model, slightly modified for application in Corporate Identity operations. Leeflang and Wittink (2000) argued that the successful application of a model in one area can be transferable to other areas and contexts. The Singleton model is a widely applied and tested primary model for systems operations; so if Corporate Identity operations are seen as a system, this model can be used as a reference datum²⁴¹ model to organise, co-ordinate, audit, and evaluate the ways in which the Corporate Identity activities of an organisation are practised. In the Field study organisation the ways operations were practised were compared with the operational principles of the adapted Singleton model. This comparison specifically concentrated on discontinuities and deviations from this reference datum model. A few of these were:

Examination of requested ‘design worked examples’ of the Field study organisation indicated that whilst each Corporate Identity project had a brief in which its objectives were defined, these briefs mostly failed to outline which particular functions of the organisation should be involved and consulted. Failure to allocate the functions of the system at an early stage in the process prevented the organisation from compiling the description of the tasks to be carried out by each department, the required specification of their outputs, deadlines, and their evaluation criteria.

This prevented the organisation in bringing together the departments that needed to co-operate in order to co-ordinate early in the Corporate Identity process. That tended to incur unnecessary delays and expenditure.

In one incident the network design team was asked to design a new retail counter for the branches of the newly merged organisation. The brief specified that the new design had to allow enough space to accommodate the IT equipment of both previously separate

²⁴¹ A standard position or level that measurements are taken from.

organisations, since the merged organisations used different operating systems. But that would increase significantly the footprint of the counter. One of the proposed design schemes to accommodate this requirement after its approval from the board was prototyped for testing. The prototype was tested in a studio environment, with staff responding to different scenarios and the ways in which staff interacted with the actor client, used the counter and IT equipment were video recorded. The video footage was discussed in a big meeting where the Heads of different departments were informed for the forthcoming changes. The Head of personnel training opposed to the decision that cashiers should use two different systems and equipment, the Head of security opposed on the open counter design. The latter brought the design team back to the drawing board and considerable embarrassment to the Head of the department who had to go back to the board and explain why more time was required and the deadlines had to be changed. Later, when drawings had been approved from the board yet again and procurement was in process, it was made known that a new budget for new software and hardware had been approved and allocated. In fact, that budget was under consideration at the time the counter's design brief was formed. Failure of the organisation to see how changes in one outcome can affect the outcomes of another and organise their tasks concurrently or consecutively had an effect on the design of the counter because the new IT hardware was significantly neater thus making the counter's footprint unnecessarily bigger. At this late stage it was costly and embarrassing to go back to the drawing board and admit this to the board of directors and the external contractors who had assisted in the technical specification of the counter.

The organisation failed to analyse the task at hand and bring together the appropriate people from the Design, Security, IT and Training departments early in the process. This important step was anticipated by Singleton and was incorporated in his proposed model. With hindsight this scenario of frustration, lost expensive design time and unwanted expenditure could have been prevented if the model of Singleton had been considered at the start of operations.

In addition, the adopted Singleton model facilitates that each activity (task) will have appropriate specifications for their worked outcomes, so they do not overrule the system. Particularly important was the recognition of various degrees of mismatch between the output data from few operational processes that were specifically required as information input, to the next process (sub-system). Such discontinuities and miss-matches between serial outputs and inputs were identified throughout the Field study, from boardroom communications to the most humble staff positions. The most notable mismatch was observed in the market research data fed to design departments. Typically, this data was not tailored to the needs of these departments and market research predominantly worked for the marketing department.

Faulty communication of essential information between process groups was observed to cause problems throughout the operations investigated. For example it was seen (Ch9) that the Head of Brand management was in constant co-operation with external consultants and organised training sessions on the brand guidelines for the marketing staff. However, the staff of A&TS and other departments were not included in this training sessions, resulting in inconsistencies with the guidelines outcomes. New adverts informing people that something new was introduced were launched and the branches did not have the required training on the new service, account, or the relevant marketing material. In addition the marketing department commissioned and sponsored regular market research on marketing material but the designed outcomes of the A&TS were not monitored or evaluated against market requirements, needs, perceptions.

This is where the Singleton model once more would have been useful since it allows and facilitates the co-ordination of various sub-systems (different organisational teams – people – or departments) to co-operate in co-ordinated ways, ensures required relevant training, instructs market research when needed, etc.

Organisations, equipped with an easy to follow model that is compatible with additional risk management methods such as Gantt charts, SWOT, and critical path analysis, can better manage Corporate Identity operations and the control of their external advisors on Corporate Identity.

Most important, the model allows each functional unit to work with its own chosen or established methodologies i.e.: Design – Architecture –Engineering – Sales – Marketing – Advertising – Market Research, as long as their outputs are specified and are compatible for effective use by the next sub system and contribute in productive ways to the whole system of Corporate Identity.

To assess the value of this model and validate it still further (Yin,1993) it was extensively discussed, in December 2008, with the creative director of a consultancy providing branding services. This evaluation indicated the following strengths presented in the bulleted list below followed by the identified weaknesses of the model.

- Building integration between brand, design and business is an imperative to business success. The model proposes a way that different disciplines can collaborate

- Corporate Identity control or branding requires the ability to think broadly, from multiple and diverse perspectives. The model is applicable and adaptable to both holistic²⁴² and specialised²⁴³ needs.
- The model is characterised by the capacity to bring together and organise operations within the dynamics of multiple interacting subsystems.
- The structuring of the model in stages facilitates division of the Corporate Identity development into individually comprehensible and manageable steps.
- The model controls and brings together strategically the single processes (each department or activity unit) and steps of work in the different levels of Corporate Identity development, whilst allowing each of these separate activities to work on their own, using their known established methodologies.
- The model lays down the types of contingencies that might be important in Corporate Identity Management.
- The model is an analytical, planning, interactive tool providing the basis for a Corporate Identity manager on which a holistic Corporate Identity control process can be structured, analysed and controlled. It also offers the possibility to be adopted in the operational needs of different organisations small or big.
- It is considered most beneficial and least costly to work out prevention scenarios early, rather than try to recover and repair after mistakes have occurred. From this anticipatory point of view the model seems useful.
- The model allows for a trial period where all outcomes are integrated, observed, tested and rectified prior to official launch.
- The model offers possibilities for early detection of mistakes and to protect an organisation against negative exposure to its audiences (constituents) and potential crisis events. The possibilities extend from advertising to product design issues.
- In unforeseen cases where mistakes or disasters occur, this feedback should inform the process involved thus identifying the mistake (on its generation) and devise appropriate methods to adjust – tune the process, in view of the new data.

²⁴² Needs of the System.

²⁴³ Needs of a Sub system.

- All processes of subsystems should be recorded, so either when the technology or the right conditions become available future employees can look back to previous processes and continue or improve the tasks that were left unfinished.
- The model seem to cope well when the needs for adjustment occur: for example due to the unexpected expansion of the ways an organisation presents itself, via the internet, built environments, conferences, high street presence etc
- It is applicable to different types of organisations.

The weaknesses presented here were also the outcome of the December 2008 discussion with the creative director.

- The model is not self explanatory and considerable explanation, training or adaptation to the needs of each organisation will be required prior to its application.
- The model is complicated to remember when compared with other managements models that use mnemonics.
- To apply the model, the person in charge needs to have an extended and holistic knowledge of the organisation and the operations of various departments therefore that person would be very unlikely to be an external branding consultant.

OPPORTUNITIES

It is clear that more work needs to be carried out with more organisations, (Khairul Baharein Mohd Noor,2008) before any generic recommendations can be made; however it seems that in some projects, certain characteristic key issues could be checked quite easily, and some valuable remedial actions could be taken to minimise damage that could otherwise occur. A few of these could be used:

To establish whether the organisation has a corporate mission, vision and an Ideal Corporate Identity that they wish to convey to people.

To assess whether this vision is shared and understood by all members of staff and devise appropriate specifications for the training department.

To establish whether Corporate Identity control is monopolised by one department, external consultancy, or it is shared between different departments.

To identify available internal skills and resources, decision making responsibilities.

Clearly the model could benefit from a thorough application and testing to evaluate the extent of its ability to improve operations. This could be an opportunity for further research.

The resulting cost savings from the application of the model could be considerable; but they are clearly not quantifiable at this stage. However, even small percentage savings achieved by reducing errors must be significant in relation to the huge costs involved – even in a quite modest Corporate Identity change. Here there is certainly an opening for further research.

In addition, when the data gathered with the help of the diagnostic tool was briefly compared with the modified Singleton Model, certain discontinuities were identified. These discontinuities in reality are sub-problems which could be used as topics for further research and their solution or elimination could improve the whole process of Corporate Identity control. Soft Systems Methodology could then be applied to each of these sub-problems, so rich pictures of the problems can be drawn by the problem solvers, or by the actors themselves to devise solutions (Skidmore and Eva, 2004). The most important ones can then be used with the Singleton model for a more holistic systematic model.

The most prominent sub problem for future research would be the study of the information requirements in a Corporate Identity project. Particular attention could be given in not only specifying the type of information but also the form of its delivery. Specific ways of presentation can then be created to ensure that each department adjusts its outcomes to the needs of a different department. For example it was observed that not all market research findings are applicable for use by marketing, design, IT or HR departments, or the board of directors. This was important because the Field study indicated that, though organisations have lots of data on customer satisfaction with their products and services, such data were not very useful for learning the style preferences of customers, the use of space in retail branches, or why non customers avoid certain organisations.

Chapter 7 also suggested that further work needs to be carried out to see how perception market segmentation can inform the operations of separate activities (other than marketing) of an organisation.

Seeley and Targett (1997), argued that interpretive case study research can bring to light human and organisational issues which can strongly influence the development of Management Information Systems (MIS). Chapter 6 identified the lack of research into information requirements of Corporate Identity Programmes; the Field Example of M&S in Appendix 1.0 indicated that market research data were not appropriately utilized by the organisation although their indications were clear for its downfall in relation to competition. The diagnostic tool used in this Field study produced a considerable amount of data in relation to the information needs

of various departments. As information control was not part of the scope of this research, collected data were not analysed further. However the application of the diagnostic tool in more organisations will be useful in that regard. These data could well then be used to feed MIS for all people involved in Corporate Identity operations, thus an additional opportunity for further research presents itself. For example, complaints relevant to various issues such as branch design, services, behaviour, staff training and advertising could be categorised by appropriate MIS software and directed automatically to the right staff. Thus relevant departments can assess whether a complaint represents an isolated case or a widespread issue, and take the right actions as a consequence.

THREATS

The model could be challenged for its applicability and capability of improving operations. However, if Corporate Identity is understood as a system the Singleton model is a tried and tested methodology to improve system's operations. In addition, the short but in depth Field study indicated that discontinuities do occur in practice and any effort towards smoothing these operations improving communication or aspects of operations can only be positive.

The model could also be challenged on its ability to control better Corporate Identity operations in view of the thesis conceptualisation that Corporate Identity is a subjective continuum formed in the minds of people. This continuum is formed in the minds of people as a result of their exposure to a great variety of organisational outcomes – 'displayed images'. These 'displayed images' are outcomes of different departments engaged in a great variety of organisational activities all of which create various 'perceived images' to the minds of people. If all outcomes of an organisation consistently create similar 'perceived images' in the minds of people then the continuum of Corporate Identity is influenced in the wished direction. If one or more outcomes of individual operations produce incongruent 'perceived images' the continuum of Corporate Identity is influenced negatively. The only way to make sure that an organisation produces outcomes: – 'displayed images' which are capable of triggering similar 'perceived images' is by bringing together and co-ordinate the operations responsible for their creation. The Singleton model is a structure platform that brings together all relevant disciplines for each separate project, synthesises the tasks to be carried out thus specifying the required jobs, motivates and inspires operations by encouraging early interaction and co-operation of various professionals in the 'task analysis' stage. Finally all outcomes can be brought together to be evaluated in relation to their interface specification and their performance to selected members of their audience prior to their official launch.

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APPENDIX 1.0

Appendix 1.0, is in fact a whole chapter that re-examines Corporate Identity phenomena as experienced in everyday life using public available sources, rather than specialised Corporate Identity literature. If one compares this content will identify the paradox expressed in Chapter 1 of the thesis where it is evident that Corporate Identity operations are not practised in effective ways and mistakes do happen mainly because of lack of coordination of operations. The newspaper extracts indicate the fragmented practice of operations from various individual disciplines which inevitably concentrate on their own aspects and operations, thus neglecting the greater picture. The topicality and the academic importance is also presented, discussing qualitative and quantifiable reasons.

1.0 CORPORATE IDENTITY: AS PRESENTED IN THE REAL WORLD

1.1.0 THE PURPOSE OF THIS CHAPTER

The purpose of this chapter is to extend the understanding of the Form of Corporate Identity examining the ways in which Corporate Identity is portrayed in public media sources and experienced by the public. It also seeks to confirm or otherwise the findings and observations extracted from the literature review, presented in the previous chapters.

1.2.0 METHODOLOGY

The field of enquiry was set by the use of seven Field Examples notionally rich in Corporate Identity material. The intention of this researcher was to use a wide range of media routes that evidently inform the public domain as prime sources of material for Field Examples. In addition, each example was specifically intended to introduce a new environment in which Corporate Identity aspects are witnessed and experienced by the public. The Socratic method of questioning was adopted to interrogate these Field Examples. Thus, six additional diagnostic questions were employed to process further the content of these Field Examples.

1.2.1 General Field Examples

The first stage in this new enquiry was to select material from public information and media sources, which seem to incorporate what has become widely known as Corporate Identity related material. With the knowledge gained from a review of the literature, appropriate material was compiled to construct seven Field Examples, which were intended to encapsulate and present a general view of what Corporate Identity is (Like mood boards).

The information used to assemble the Field Examples was collected and assessed, to provide relevant material that should contribute to answering six basic diagnostic questions (1.3.0). In selecting material from the field of interest, arguably, in which Corporate Identity evidence exists, care was taken to draw attention to particular features of this material together with their context, and otherwise introduce little disturbance to that material. It was intended that each Field Example should gradually reveal some features of Corporate Identity which seem to characterise it. The selection process was deliberately kept to the public domain of experience and care was taken to ensure that material compiled for these examples was appropriate and otherwise well chosen for the intended purpose (1.1.0).

Material of interest was to be found in the field by anyone who might look for it. It was drawn from personal experience, as well as from everyday public information, (referenced sources), on the ways organisations are seen to operate, communicate, generally contribute various things to common experience. It was evidently there to be found, because it was put there by corporate processes, and by various media communications. The material content of the Field Examples is thought not to be the result of any natural process. Intentional, in this material selection, design matters in an organisation's operations were included at a level consistent with public interest. More specialised design information sources were deliberately not used in these examples.

In constructing the Field Examples, it was intended to develop from a general individual viewpoint, through increasing attention to detail, involving dynamic media communications and historical sources; to build views of situations that are incredibly complex in terms of the apparent simplicity of the original found material. At this stage, the process was intended to be illustrative and in no substantial way, comprehensive. Care was also taken to minimise any unauthorised opinions or premature processing in the construction of the Field Examples.

The context and comprehension of the Field Examples was pre-tested on various research groups to assure that they provide relevant and plentiful material to facilitate and extend the purpose of Chapter 2 & 3²⁴⁴

The samples were chosen from public information sources, deliberately to include a fullness of detail and context to present the concentrations, variety and environment in which these

²⁴⁴ Subsequently, the Field Examples were seen to provide material to answer the Diagnostic Questions set in the stage of literature review. The Field Examples were also found to illustrate and introduce the area of interest successfully, to groups of design research students and tutors. Their response was enthusiastic developing into the preliminary and analytical discussion of the material contained these examples, precisely as hoped for.

constructed examples occur. The seven examples presented for the purpose of this thesis were chosen to most clearly illustrate what was required; and selected from a provisional 14 examples available for use, should the need arise (Selection refined using responses from pilot study).

These questions were discussed and edited as discourses, in order to provide an introductory overview of Corporate Identity on the ways it is experienced by people. In addition, these questions intended to extend the understanding gained from the formal literature review in terms of the definition of Corporate Identity and its importance for further academic enquiry.

These examples were chosen from popular referenced media sources in the UK, such as, newspapers; television; shopping; leisure activities; internet; etc. This material has been compiled and presented as a compact and composite device to stimulate a realistic impression of the range and scope of the field of research interest in a more structured and concise way than the view that was formed from the formal literature review. It is essentially a distillation of a much longer and more detailed process that the researcher covered to gain the insight and courage to attempt a holistic academic investigation of this field of activity.

The seven Field Examples and their convention and purpose are presented in the following table.

EX1	A Day in the life	Introduced a random personal environment, which might be adopted easily to fit the experiences of almost anyone.
EX2	High Street	Continues into a more controlled public environment in which the same source material might be reported differently by different people.
EX3	IKEA	A strictly organised public environment that invites more specific public participation using advertising media, product design, architecture etc.
EX4	Olivetti	Book printed media develops a biographical Name.
EX5	M&S	TV media makes a dynamic contribution to a Name.
EX6	Newspaper	Dynamic newsprint media continual contributions to Names.
EX7	Alexandria	Popular CD-Rom contribution to historical context-confirmed by Internet.

1.2.2 Diagnostic Questions – Purpose and Justification

In developing the Diagnostic Questions for this chapter, reference is made to its purpose in section 7.1.0. These questions (1.3.0) were purposefully devised to open up the area of interest, in a way that both unexpected and expected items might appear in the real world. With

reference to the six questions constructed for this purpose, the general form of each is self-evident. The precise wording of each was to facilitate a holistic understanding of the Socratic Form of the field that appears to incorporate Corporate Identity. In addition, questions were devised in a way that would produce open-ended answers, further consideration of which would open new pathways for enquiry.

1.3.0 THE DIAGNOSTIC QUESTIONS

1.3	
.1	What is the area of Interest?
.2	What is the evidence of Corporate Identity in action?
.3	What are the observable features that characterise this field of interest?
.4	Is this field worth any serious consideration?
.5	What benefits and problems are evident?
.6	Is there scope for useful and rigorous academic investigation?

Fig 1.3.0 Exh1 The questions to examine the Field Examples

1.4.0 GENERAL FIELD EXAMPLES.

1.4.1 Example No 1: A day in the life of

The alarm clock rings, it is time to get up! As usual, I would like to smash this alarm clock made by Braun. But - I am actually pleased that this has never happened, because I really depend on it. It is the alarm clock that has been my faithful companion for many years. It still works, it always works, it has never been hurt by my initial waking feelings of anger. Braun have predicted the problem and have caused the alarm to switch-off with a hand wave and I put it a safe distance away. Many thanks Braun technology! The clock was given to me at a formula One race event by Marlboro, at a time when cigarette advertising was not regarded as unethical. That reminds me, I need to buy some cigarettes on the way to work, that is still ok, there is an off licence between the Nat-West bank and the HSBC. Well, it is breakfast time and that involves Kellogg's Special K. I always keep it near the cabinet where I keep the Hoover, except it is actually a Dyson. It will take me a while to use that name at this time in the morning. I do not plan to use my old Lancia today, as yesterday I was really late for work because of the traffic. I am not sure why the M4 was grid locked. I am sure that BBC Radio 2 last week reported that the problem was cleared, so today I take a Green Line, and the railway to King's Cross and then the Tube to work.

I am at my main-line station and now I need to catch the Underground, and if I am lucky there might be a free *METRO* newspaper, an easy read for my journey. Oops, I think I have misplaced my ticket, oh no surely not after all the time it took me to operate the ticket vending machine. I could possibly explain what happened to this security officer he seems friendly enough. Thank good customer relations, he was very understanding! I wish everybody would be this way! I must hurry and make sure that I do not spend any more time looking at shop windows, or I will be late again. Why is it that as the escalator takes me slowly up from the tunnels below, the first image unveiling is of these heavenly and gorgeous shops? Obviously they do it on purpose, so poor people like me will be tempted to look and be late for work. Oh! I see that Marks & Spencer seem to have refurbished their store. Sometime soon I must pop in to see what has changed and if I like it. Yes, I am sure I have seen some discussion of this in a BBC 2 programme. Now, I find my self at my desk, before 9.00 am. I switch on my Apple Mac and get a coffee from the Nescafe vending machine and quickly scan Times on line headlines.

(17th Sept 2008.) "Lloyds TSB and HBOS merge" the headline reads! My immediate reaction is "Not Again!", I wonder "What is the reason this time?" I bet it will be on BBC television in News Night at 10.30

1.4.2 Example No 2 - High street names – A walk through

Our lives seem to run in parallel with the lives of the shops in our neighbourhood. As we develop, so they seem to change in anticipation of our needs, whether our community is a village, or a city. Or is it that our everyday life depends on the existence and operations of these shops? I can certainly recall times when strolling down the high street with a friend, how we noticed the changes to the city centre that had occurred since I first came to the area. Which shops are original? Which shops have closed down and have been replaced by multiple-chain shops or coffee-bars. I clearly remember running to do my shopping or pay a bill before a then normal five o'clock closing time. Certainly I will never forget, Christmas trips to London, the lights in Oxford Street, the shop-window displays of Selfridges and John Lewis; coffee at Liberty; the toys at Hamleys in Regent Street; and before the end of the day, - a must visit to Harrods to absorb the atmosphere; perhaps a look at the exotic goodies at Fortnum and Masons and a last drink at the wine bar in Harvey Nichols. London high streets have also changed over the years, but London like the majority of other city centres retains a guarantee of familiar names and places, to its regular and to its first time visitors. The presence of a High street is almost an assurance that in each city I will find a branch of Marks & Spencer, Boots, Bhs, McDonald's, Jessops, Next, Dorothy Perkins, Top Shop, Accessorise, HMV, Virgin, Orange, W H Smith, to name just a few. It is also likely that most of the major banks, building societies will have their branches located in a close proximity to the high street. Is it by chance, that in different cities all these establishments are to be found in similar positions; that they can all be easily identified from outside; that each branch looks the same and provides much the same services as in any other city? This example of a high street, is used here to illustrate a fact that organisations, clearly want to make their presence known to people, and to remind them continuously about their reason for being there. A carefree stroll down the high street, without any particular aim, presents much visual material to the viewer, which variously stimulates most observers into thinking - e.g.: "I didn't know that Marks & Spencer sold modern looking clothes" etc. Another significant feature of a typical high street, is that a first time visitor to a town can quickly find what is needed. Retail chain stores, with their conformity in design throughout their group network, can assist the shopper to navigate within the store, using experience gained from previous use of a branch of that store in another city. There are many aspects that contribute to this familiarity including the fascia of the store, its characteristic layout, its stock range and display format, etc. Is familiarity always a good thing? Could it affect a visitor's desire to make a shopping trip to a different town, if the view is the same from city to city? Perhaps the first part of this compilation, involving this researcher's Christmas trips to London, suggests that both familiarity and new experiences seem to combine to produce a pleasant memory. It is an anticipation of a fondly remembered place, that is revisited to find that it has changed a little and is presented in different "packaging", that I love.

1.4.3 Example No 3: IKEA

IKEA is a Swedish retailer of domestic furnishings, which in its international operations has made its presence distinctively evident in the UK and elsewhere. The IKEA example has been chosen to demonstrate the outstandingly successful attempt of an organisation to offer a co-ordinated range of home furnishing products, supported by strong life-style messages. By word of mouth, bright and cheeky advertising, widely distributed free catalogues, they appeal particularly to young people starting independent lives. Young couples can find affordable well designed furnishings for their new homes and many other people have been caught up in the process. Target groups might also include people who have travelled abroad and favour simple modern objects in their uncluttered and perhaps nomadic life styles.

A typical day out, visiting an IKEA store in England might unfold in the following way. The most local IKEA would be situated not too far away, near a convenient motorway, clearly signposted and with ample free car parking. The building itself, with its plain blue warehouse look and its distinctive massive yellow IKEA sign, guarantees that you can see it from miles away. All IKEA locations have similar features and extended hours of opening. The example is used here to emphasise the reassurance that the IKEA organisation emanates to each potential customer, that whatever purchase is made, it is going to fit in with almost any other purchase made at the store, now and in the foreseeable future. None of this appears to have been left to chance, presumably because some people at the company have previously thought about it, and worked on it, so that the whole customer experience works well. Details like the fact that families can get simple inexpensive meals for their children, which they seem to enjoy in the cheerful restaurants, as well as having them entertained, while the adults do the purchasing not distracted by children who would otherwise continuously indicate that they would rather go home, now! A well organised catalogue encourages people to pre-select their ideal furnishings and otherwise dream of their excursion to IKEA. The advertising of IKEA emphasises that many of its products are offered in flat-packs, which are ideal for selection and convenient for immediate transportation home, finally to be self-assembled by the happy customers. All these factors fit the organisation's strategy of targeting specific groups of people, and turn their initiatives into cash profits, very skilfully, all based on their ability to satisfy lifestyle aspirations and the very practical utility needs of their customers. Such customers may well return!

1.4.4 Example No 4: Olivetti

Olivetti, is mentioned here as an example taken from a general interest book (Olivetti) about the history of the company, which incidentally, this researcher first came across in a Costa Café, which has a small library collection of books for their customers use. Probably the presence of this book in such a place was a contrived way to strengthen the customer's impression about Italian culture and traditions, which Costa Café want to indicate that they share with Olivetti and Italy.

Olivetti was founded in 1908, by Camilo Olivetti, in Ivrea, as the first company to produce typewriters in Italy. In the years to come, the company would be amongst the most successful businesses, and as such, it has positioned itself amongst the most eminent examples of Corporate Identity and Design Management (Kircherer,1990:1). In the early stages of the company's operation (1908-1932), Olivetti did not initially put specific emphasis on the presentation of its character, through its graphics, products, architecture or its advertising / communications, in the ways that it became known to use subsequently. Its later designed outputs increasingly revealed that the company valued the importance of appropriate design in the company's development. In 1912 Camilo Olivetti is said to have commented:

“A typewriter cannot be understood as an object of dubious decorative worth; it must have an elegant and at the same time serious appearance.”

(Quoted in Kicherer,1990:4)

Olivetti from the very first years of its operation showed a special interest and gave special attention to its product design. The company expected its customers to use the products appropriately and to appreciate the special qualities of those products. The appropriate use of a product did not only include the basic functions of the machines; but also incorporated issues of shape and use of high quality materials and finishes. Extensive use of nickel plating, varnishing techniques, and the newest process equipment for galvanising and firing, all contributed to the feeling in the customers that they were being offered the best and most up-to-date products available. In this way, Olivetti products have been deliberately designed to perform their task efficiently and additionally, to enhance the name and reputation of Olivetti.

This approach contrasted with practice common at the time, in which ornamental decoration was evident in most manufactured products. Because hand-crafted, expensive decoration could at that time be so easily and cheaply applied due to the advances in industrial processes, this produced widespread decorative overload which was seriously interfering with attitudes to and the appropriate use of many other products appearing during that period. Olivetti, however, consistently showed an inclination towards a more functional technology, with a plain and

elegant aesthetic approach to their product design (Kircherer,1990: 6). So Olivetti products became increasingly appreciated, as products that were good to use, and inspired respect for their place in a modern working office environment rather than existing as just another ornamental object.

The M1 model was the first typewriter produced by Olivetti in 1911, and is one of the first examples of the specific use of design to meet the specific demands of a particular market segment. It was the only typewriter to be designed to fit the four line pattern of the forms used by the Italian Civil Service. Not only had the products to be seen appropriately, but their availability needed to be made known to other prospective customers, and the same philosophy needed to be developed in their advertising (Ch3).

Kicherer (1990:12) attributes the success of Olivetti in its first years of operation to the following reasons:

“Due to the consistent directing of product design and communication to an exactly defined market sector, with the later expansion of the programme to cover every aspect of office work.”

And also to :-

“The careful consideration of the shop fittings and presentation of goods in the company’s own showroom developed into its own communications medium and attracted IBM chairman Thomas J Watson to Olivetti design.”

Adriano Olivetti was responsible for Olivetti’s identity (1924-1960), and it was due to his work that the company was transformed into one of the leading manufacturers in Italy by 1960, and to the standing of a multinational electromechanical corporation in the 1970s (Pieraccini 1990:57). (Pieraccini was Olivetti’s graphics publishing manager.) Olivetti represents a widely acclaimed example of successful control of the Corporate Identity Process, in which they used design extensively, to achieve their objectives. The use of design range from issues of product design, its advertising, its graphics, to issues creating appropriate company factories, shops, offices, staff restaurants and accommodation for its staff. Olivetti throughout its years of operation created and maintained its own well known in-house design department, which controlled the essential practical manifestations of its Corporate Identity, consistently, throughout all its corporate subdivisions. The Olivetti design department, known as Olivetti Dynasty created by Giovanni Pinton, is widely known for its remarkable performance as well as for its well known graphic designer personalities, including Franco Bassi, Walter Ballmer, Edigio Bonafante, Enzo Mari, Lucio del Pezzo. The department was always based on substantial communications research and its external practitioners included international designers such as the American, Milton Glaser, and Studio Fletcher Forbes Gill, in London.

This example was chosen because Olivetti is a name that was extensively known and respected by office workers, internationally. It is also observed that at the present time, the name of Olivetti appears now to have lost something of its prominence.

As a postscript to this example, Olivetti merged its identity and business with Telecom Italia in 4 August 2003, where Olivetti changed its company purpose and adopted that of Telecom Italia as well as its name. The new group's structure endorses Olivetti Tecnost, the division that still manufactures office equipment and develops information management systems. It seems that public memory of Olivetti will be sustained by the Ivrea Open Air Museum of Modern Architecture in Italy by Olivetti's art restoration projects, and by the classic Lettera 22, Lexicon 80 typewriters as exhibits in the permanent collection of New York's Museum of Modern Art.

1.4.5 Example No 5: Marks & Spencer

The history and current circumstances of Marks & Spencer have received serious television coverage in recent years. Extracts from various news reports (BBC 2 *Money Programme*, *Trouble at the Top series*; *Working Lunch*; Channel 4 “*World according to St Michael.*”; “*Sparks at Marks*”) and the women’s clothing size advertising campaign, have been compiled to form this example. The TV material was clearly presented for public interest and information, at popular viewing times and this coverage was observed to stimulate “walking conversations” on the high street.

The business was started in 1894, by Michael Marks and Isaac Dewhurst. Together they operated market stalls in Yorkshire, selling low cost household goods. These stalls were known as “Penny Bazaars” and they were popular. Marks, seeing the opportunity to expand the business, which Dewhurst could not follow, approached Dewhurst’s accountant, Tom Spencer and from that point the company name was established. With £600 they set up a network of market shops in Yorkshire, which soon expanded into Lancashire and the Midland counties. Their immediate success was evidently based on their “penny pricing”, commitment to value and quality, and the pleasant sales girls. Still operating from market stalls, it is reported that Marks was concerned about the discomfort of his sales assistants, deciding to move his business into covered markets and provide duck-boarding for his ladies to stand on, so their feet should not get too cold. Marks & Spencer Limited, continued in this form until the death of Michael Marks, in 1907.

The company was to change due to the influence of Michael Marks’ son Simon, who developed the company in the form that is known today. By 1924, Simon Marks as managing director, had also succeeded in acquiring a majority share-holding in the company. He had seen “Scientific retailing” in the USA and had learned that there was no sentimental value in merchandise that did not sell. He obtained finance from Prudential to convert his bazaars into Marks & Spencer Ltd Stores. In the memory of his father, he instigated the company brand of St Michael for all their products. In the 1930s he acquired their Oxford Street store, which he claimed would at least be a good advertisement, even if it did not show any direct profits.

In the years that followed the company became one of the most respected household names in Britain. Its merchandise was of good quality and value. Its staff were carefully selected and well cared for. With its manufacturers and suppliers, the company developed strong and profitable relationships, subject however to highly demanding prescriptive specification and hard price bargaining. Its product range developed into that which is currently known. Its

shareholders were confident in their rock solid investments and reliable dividends, until the early 1990s...

In 1993, M&S declared £815,000,000 in profits. It sold 78,000,000 ready prepared meals per year. It received some 7000 graduate recruitment applications to its commercial marketing training programme, for which fewer than 300 were accepted.

During that period the chairman, Sir Richard Greenbury, was very much in control of the company. As an archetypal company man, he was observed to impose his opinions quite ruthlessly on his employees and his suppliers. Graduate trainees would be accepted into the company, only if they would conform and suppress any tendency to offer creative ideas that may contradict with company decision making. Greenbury was shown to have the last word in selecting gourmet ready prepared meal recipes; women's dress colours and lingerie designs; store layout, lighting and colour schemes. Their clothing manufacturers, were apparently pressured to such an extent that they tended to offer only the most conservative and dull garments that they expected Greenbury to have the least problems with. Of course these decisions were not made exclusively by the chairman, he was always attended by a small number of company initiated staff, who were shown to respond with such as, "Yes sir, whatever you think Sir Richard." Aside from this, a programme interviewer concentrated on an employee, one Nat DiMaggio, who appeared to be seriously unhappy with the process. As it turned out, he had been recently recruited from Harvey Nichols as a specialist clothing advisor and had not been fully indoctrinated by M&S.

For whatever reasons, the company under Sir Richard's control (as both Chairman and Chief Executive at that time,) had returned profits exceeding £1 billion in 1995; but then, suddenly, the company went to free-fall decline. In 1998, profits were halved, there were 700 job losses in the UK, all stores were closed in Canada, shareholders were clearly not happy with their previously safe investments. Yet at that time of crisis, Sir Richard was said to be imposing a £2 billion expansion in Europe.

From the opinions of various other informed contributors to the programmes, it seems that the company Chairman had been totally unaware of other changes that had been taking place outside, in his competitive market. The inward looking policy, inbred into the company employees, including its chairman, had prevented its Chief Executive and board from reading the signs from its customers and its suppliers that, its merchandise were uninspiring and overpriced, its stores were dull and regimented, its clothing sizes did not fit its customers and in

other respects, it did not seem to know enough about its customers changing requirements and expectations. It seems that its chairman thought that its customers in the UK, France, Italy, Germany, Spain and Canada, all had similar tastes to himself.

Sir Richard finally retired from the company in 1999 and a new chairman, Belgian and clearly an outsider, Luc Vandewilde, accepted the challenge of recovering the fortunes of the company. A recent view of new shop interiors, product ranges and display seemed to be favourable, to the people in the high street.

1.4.6 Example No 6: Newspaper Headlines and Bulletins

Public information media take an interest in the ways that organisations are seen to manage their business, and specifically in this context, in matters relating to their Corporate Identities. This can be seen in the ways that the media present corporate issues in order to extract often covert proceedings, and broadcast these as sensational public information. Sharp headlines, controversial photographs and thought provoking feature articles, are presented in ways that are deliberately intended to alert, shock and stimulate public attention. Such material indicates that issues relevant to Corporate Identity are probably quite popular with the public. Reports of Corporate Identity change are often associated with huge amounts of money spent and often wasted. These actions have fuelled caustic newspaper headlines and journalistic comment.

The following newspaper extracts have been selected to show some aspects of the area of interest, through the eyes of the media, as it presents these views to the public.

BT pays out for a caring image.

(The Independent, 3 January 1991, By Mary Fagan.)

“British Telecom is spending millions of pounds to change its image and logo, adding to the list of companies which have invested heavily in the search for the “right” identity....The investment has again raised the issue of whether companies are pouring money down the drain.”

BT unveils £ 60 m. Face-lift and confirms it will cut 40,000 jobs.

(The Guardian, 21 March 1991, By Deborah Wise)

“British Telecom unveiled a \$ 60 million face lift yesterday , including a new blue and red wispy pan – like logo, that heralds the end of the company’s two year reorganisation programme and the start of a new era of ‘really pleasing customers’...BT met with the National Communications Union on Tuesday to

clarify the job loss numbers and reiterate there would be no forced redundancies.”

Diary

(The Guardian, 19 April 1991. By Adrew Moncur:)

“HERE’S an unlikely sort of prospect. A mountainside in Iraqi Kurdistan swarming with – no, it can’t be – thousands of persons in British Telecom anoraks and boiler suits. They’re unlikely to be stray telephone engineers; more probably wretched Kurdish refugees, dressed in surplus items of BT clothing. These, if you looked very closely, might be seen to bear the old, uncaring BT logo (a rather dotty letter T in a circle). They distinctly do not display the new, caring and amazingly expensive BT logo, known as the Spirit of Communication (a lithe figure with one foot, assumed deaf, holding oversized pair of chop sticks to mouth). That’s because BT has given to a delighted Oxfam only its stocks of ‘image clothing’ rendered obsolete by this year’s change of corporate identity. They’ve been donated on the understanding that they must be distributed strictly abroad. ‘Obviously it has to be overseas. We don’t want people to go around posing as BT employees’ said Telecom.”

Jones (1998: 15) also reported that in 1991, tabloid newspapers created big discussions about the newly launched BT (British Telecom’s) Corporate Identity and symbol, “The piper”. Newspaper headings - of that time, produced variations on the theme of:-

“BT BLOWS MILLIONS ON A TRUMPET”

(Design Week, Jones :1998: 15)

Sargent, (1995:13), also reports in Design Week :“Plans were revealed last week for BT’s new look, which it claims is crucial for future success: sceptics say all it will change is the designers’ bank balances.....”

Later in 1996 and after the launch of BT, organisations such as BA (British Airways) and the BBC (British Broadcasting Corporation) also have launched new identities. These lead newspapers to typically ask such questions as:-

“If BA’s £60m might not be better spent on protecting BA jobs ? and the BBC’s £5m could not be better spent on programming.?”

(Design Week, Jones :1998: 15)

A more recent example was the launch of British Midland Airways new Corporate Identity encapsulated by the new logo 'bmi', which reminded the general public of, British Airways unsuccessful 1996 launch.

Downgrading, British name to economy class; Airline changes identity with new focus on young, international market.

(Birmingham Post, 2 February 2001, By Philip Williams. pp 24)

“British Midland yesterday unveiled a new corporate identity, playing down its Britishness without dumping it.”

Flying the Flag as name is changed.

(Leicester Mercury, 2 February 2001: Anonymous.)

“The airline will be hoping its new look will be more successful than British Airways disastrous tail fins rebranding of the late 1990’s, when it dropped the recognised logo in favour of colourful artwork.”

Mergers and acquisitions of companies in national and international grounds have become common practice in business. In this game, one aspect that is very important is the reputation of the company that emerges. Organisations are evidently prepared to pay considerable amounts of money for their reputation, as the following article published in The Financial Times (1 May, 1991) concerning Jaguar’s take-over by Ford illustrates.

A Slow Road to the Modern World

(Financial Times 1 May 1991, By Kevin Done . p 21).

“It was clear from the outset that the Jaguar name, rather than the physical assets, was the attraction. Of the £1.38 bn purchase price, the net assets were valued at £249 m, while the goodwill cost £1.133 bn.”

The same article reports that Ford used this takeover as a means to enter in the market of luxury cars and position its self amongst well known car manufacturers such as Mercedes, BMW, etc. It seems that serious money is involved in these dealings. Why is this? Perhaps an answer is to be found in the following.

Jaguar savages new owner

(Sunday Times 18 Nov 1990, By Andrew Lorenz)

“Bill Hayden first walked into Jaguar’s assembly plant ...just after Ford had paid £ 1.5 billion to buy the British –car maker. He was appalled: “I’ve been to car plants all around the world. Apart from some Russian factories, Jaguar’s was the worst I’d ever seen”.....Ford is paying the classic penalty of the hostile bidder. Because of that, Ford had not seen inside the company : it bought the myth and overpaid”.

The following is an example of a disaster, followed by topical reports and estimates of costs involved. These were reported in a day by day sequence shortly after they occurred and the extracts presented here show continuing details of the situation as it had developed some 15 years later, still unresolved.

Giant oil spill imperils Alaska.

(The Guardian 25 March 1989, By Martin Walker)

“The worst oil spill in American waters spread an omnibus dark stain across the ice floes and fragile Alaskan ecology after a giant oil tanker ran aground near the Valdez terminal.....“This would be an ecological catastrophe anywhere. In the delicate conditions of Alaska, we cannot begin to say how bad this could be. For start, nobody knows how to clean oil from ice” a green peace spokesman , Mr Kelly Quirke, said yesterday.”.....The spill is Alaska’s seventh this year, and the third in the Valdez region.”

Oil spill threat to US wildlife; Alaska.

(The Times, Sunday 26 March 1989, By Charles Oulton)

“ The disaster happened when the 937ft Exxon Valdez went aground just after midnight on Friday on a reef 22 miles south of the oil port Valdez, which is also the terminal for an 800 – mile pipeline from Prudhoe Bay in northern Alaska.....Environmental groups have been warning of such a disaster since the port started delivering oil to tankers in 1977. They are particularly worried about the many seabirds on the islands as well as the otters, seals and sea lions.”

Crew investigated after Alaska oil tanker spill; Exxon Valdez.

(The Times, 27 March 1989, Anonymous)

“The captain, third mate and helmsman of the super tanker that ran aground and spilled millions of gallons of oil off Alaska had their blood tested for alcohol at the weekend, as investigators focused on the possibility of human error...Mr Frank Iorussi, president of Exxon Shipping, said the captain was in his cabin below the bridge, when the ship ran aground.”

Exxon hit with massive oil spill bill.

(CEEFAQ. P113, 29 January 2004)

“A federal judge in Alaska has ordered Exxon to pay \$4.5 bn. (\$2.5 bn in damages for the 1989 Exxon Valdez oil spill. In addition the group must pay \$2.25 bn in interest in relation to the disaster that spilled some 11 million gallons of crude oil into the Alaskan coast. However, Exxon Mobile, the world’s largest publicly –traded oil company, is now expected to appeal. The court ruling is the latest twist in a court saga that has slowly ebbed and flowed since the early 1990’s.”

On a more human scale, organisations trying to make friends with local community, by funding various projects. They are seen to support various initiatives in schools, such as music events, sports, drama, as indicated by the following extracts. Sometimes the things appear to go wrong.

Selling to Kids is no longer child’s play.

(Sunday Times 7 September 2003, By Sandra O’ Connell)

“Now that the nation’s youngsters have returned to school, brand managers are going back to the drawing boards changing attitudes increased regulation are forcing advertisers to reassess the way they communicate with children..... the green party called for a ban on junk food advertising aimed at children Cadbury UK sparked a storm of controversy earlier this year with its chocolate – for sports kit campaign. According to the company, its Get Active campaign was not about selling more chocolate but about delivering a positive message about sports”..

Partners in Citizenship: where does the boundary between CSR and Branding in the classroom lie?

(The Independent (London) 26 February 2003;pp 4 by Roger Trapp)

“Nobody should be very surprised that the world of advertising and branding has moved into the classroom....Education authorities have become so cash – strapped in recent years that it is understandable that they and head teachers look upon companies seeking to do their bit for the community by supporting education as something akin to gifthorses.....Predictably, the situation here is not yet as serious as in the United States, where schools are signing exclusive deals with soft drinks companies and how fast food chains are taking over school cafeterias”.

Football : Corporate Identity eating up tradition”

(Birmingham Post, Monday November 11, 2002, SPORT, pp 20)

“Well, they did and knocked it down (*The Chelsea fun shed*) and turned it into yet another characterless mass of seating. They had to do it, of course, following the Hillsborough tragedy, but those of us who remember the broad, raucous, ramshackle expanse of the old Shed.....mourn its disappearance beneath another bland stand.”

Extracts showing that when company initiatives start to go wrong, appropriate headlines follow.

Consignia consigned to the bin: 30,000 jobs and a chief executive go as Leighton junks corporate identity that gave Royal mail a bad name.

(The Guardian 14. June 2002. GUARDIAN CITY PAGES. pp 28. By Geoff Gibbs.

“One of the most derided names in recent corporate history was consigned to the scrap heap yesterday as Consignia reported an unprecedented £ 1.1 bn loss and confirmed that a further 17,000 jobs will be cut in a desperate attempt to return the postal service profitability....The name change will cost about \$1 m compared with \$1.5 m spent on the Consignia launch 15 months ago.”

Design consultants: The look says it all; In restaurants, on the high street, even in TV – we are surrounded by the work of consultants who set moods, create corporate identities, or tease a few extra pounds out of our wallets. Kate Worsley on the Design Specialists

The Independent, Saturday 7 July 2001. FEATURES. pp 24,25,27,28 by Kate Worsley.

“What management consultants were under Thatcher, design consultants have become under Blair: the answer to a struggling company’s prayer. With the takeover comes the makeover.....: “Design consultancy is all about getting a message across, whether that’s selling a product or getting information across”, says Gemma Curtin, curator of the Design Museum’s recent exhibition, Communicating Design. “it basically comes out of graphics, but their job has grown so much, from graphics to brand consultancy, which is all about having a visual idea of who or what a company is”. ”

Various headline features appear to ask organisations to think what they might be doing.

Is brand new always a good move for companies?

(Belfast News Letter, 2 July 2002, By Helen McGurk)

“Rebranding is the name of the game with organisations spending huge sums to revamp their corporate identity. Helen McGurk discusses why firms should consider all these pitfalls when making a name for themselves.....After much criticism by union officials and the general public, Consignia has admitted that maybe its new name doesn’t fit after all. And what moniker management have come up with to replace it? Apparently, they think the name “Royal Mail Group” has a certain ring to it. Strangely, it does sort of put you in mind of red pillar boxes, whistling posties and an office that deals with mail.....Another example is British Airways, which ditched its ethnic tailfin logos in June 1999 and reverted to the traditional Union Jack decoration after the £60 million exercise was slated by customers. The Consignia and British Airways escapades should be a lesson to all those companies out there who are considering hiring expensive design gurus to ‘brandstorm’.”

NHS cuts hit cancer care for children. Nurses warn patients are suffering but Hewitt says reforms must go on

(The Guardian, 24 April 2006, By John Carvel and Tania Branigan)

“Children with cancer and leukaemia are among the frontline victims of sweeping cuts being forced through to contain the health service’s ballooning financial deficits.....The elderly and those with mental health problems are also suffering, with the closure of beds in community hospitals and the reduction in numbers of specialists nurses to treatment them”

1.4.7 Example No 7: Alexandria, a situation²⁴⁵ for consideration - from circa 332 B.C.

Following the conquest of Egypt lead by Alexander the Great, the subsequent establishment of Greek government over the Egyptian population, presented significant problems. The new king Ptolemy I Soter had a vision to somehow unite these two different and important nations, the Greeks and the Egyptians, which in fact shared a conqueror and conquered relationship. Clearly, Ptolemy would have understood the fact that both nations were equally important and if they were to become united somehow, unwanted problems would be minimised and perhaps Alexandria could flourish under his rule²⁴⁶.

This vision could be accomplished if Ptolemy could somehow find some god who could be worshiped both by the Greeks and Egyptians, and at the same time this God could be regarded as the characteristic god of a Ptolemaic dynasty in Egypt, as the definitive symbol of his dynasty. Whilst meditating on this, Ptolemy had a dream, in which a statue of a God appeared to him, asking him to remove the statue of itself from where it was, to Alexandria (Farrington 1966:197). According to Plutarch (*De Iside et Osiride*, 28), Ptolemy had never seen a similar statue before, and did not know where it was located, nor did he even know the name of the God that it represented. He happened to mention his dream to Sosibius, who recognised the description, as a statue that stood in the temple of Jupiter in Sinope, at Pontus (Internet: <http://www.touregypt.net/serapwor.htm> 08/07/03). The people of Sinope, however, were not too happy to give away their statue, and the process of acquiring it took three years and its shipping took three days. The proper execution of this “Divine intimation” required care and elaboration in combining the sophistication of Egyptian religious ideas with Greek theology. The Egyptian priest Manetho working in association with the Greek priest Timotheus, are reported to have performed this task skilfully, naming the new god Serapis and his temple the Serapeum. The concept of Serapis was a combination of two important gods of the underworld. The Greek god of underworld was called Hades, and the Egyptian; Osiris that is to say Osiris-Apis. Even for a population well used to seeing buildings on a grand scale, the new temple was most sumptuous. A fine statue was commissioned from the sculptor Bryaxis from the school of Scopas, to be the Principal Image of the new Cult, to be nurtured, and sustained. The success and durability of this enterprise is indicated by the three centuries of its operation and its early

²⁴⁵ In the interest of keeping references to popular media sources only, this example was mainly constructed from Encarta. This was commonly widely available as free issue CD-ROM, given with many popular PC's circa 1995. The internet site of the Egypt Tourist board was also used in order to demonstrate the popularity and topicality of the ‘story of Serapis’. All individual interpretations and comments are covered by these general references only.

²⁴⁶ (This bares similarities with the objectives of a modern merger versus acquisition.

spread of the cult to Cyprus, Sicily, Antioch, Athens, and later to the islands of the Aegean, the Hellespont, Pompeii and so on to Rome. In about A.D. 38, the emperor Caligula built his great temple to Isis, in Campus Martius, which also incorporated the worship of Serapis.

The new god Serapis soon started to perform “miracles”, Demetrius of Phalerum, was cured of blindness. Hero of Alexandria is said to have contributed to various temple “miracles”, using his skills in optics and mechanics to produce wonders of “supernatural” movement, lighting and sounds. Very clearly, all this was quite deliberately intended to impress the worshippers with the powers of their new masters and of their god (Farrington 1966:198-199).

Not only the temples, but the cities (polis) of the period, were seen as symbols and outward signs of power and superior civilisation. References to this are made by the contemporary historians Thucydides, Polybius and Strabo, all commenting on the role of cities as a device to impress on each local population, the ultimate power of Rome. It is reported that Alexander was profoundly influenced by the magnificence of Persopolis, before he had to demonstrate his greater power by sacking the city. He is likely to have had this experience in mind, when he set his own ambitious plans for the new port and city of Alexandria, as an even more splendid gateway to Greek Egypt.

Subsequently in Alexandria, the ancient Hebrew texts of the Jews in Egypt were “rethought” in terms of Greek culture as they were translated into Greek, to become the influential Biblical Old Testament texts of Greek-Roman Christianity. As the ancient temples of Greece and Rome were intended to inspire subservience in their worshippers, so the Christian churches were built to drive home very similar messages to their congregations.

Through to present times, the situation continues to develop. From the classical dreams of empire of Napoleon Bonaparte, (also inspired by the ruins of Alexandria), to the great banking halls, the “temples” Victorian finance service providers, all used architectural devices, etc., to express their individuality and power.

So in 17 June, 2003, some twenty-three centuries after the foundation of Alexandria, collaboration between 10 international broadcasters, presented by Andrew Marr, was shown on BBC 2 TV, asking the question; *-How does the world view the United States?* This was an ambitious and intelligent undertaking, involving the gathering of large samples of world opinion on various aspects of US culture and their influence on world affairs. As the present “Superpower”, it was made very clear during the programme presentation that current

international “worshippers”, were substantially less impressed with the U.S.A., than perhaps were the ancient Egyptians after their conquest by Alexander.

The term Corporate Identity clearly was not used in the above; but it seems that these examples are of a similar scope, involving many of the characteristics that shape this area of study. It seems also that the ancient Greeks were better able to anticipate a difficult situation and manipulate it, to the advantage of all concerned, - than some nations are able to achieve, 2030 years later.

To conclude this example, the following extract is from Egypt’s tourist internet site and it is used here to emphasise the importance of a well planned, and executed Corporate Identity programme.

“It appears to have been to the interest of all parties to welcome Serapis and all must admire the astute action of Ptolemy, who succeeded in making the Greeks think that in worshipping this god they were adoring one of their own native deities, and who persuaded the Egyptians that they were maintaining the supremacy of Osiris Apis in spite of the fact that the Macedonians [*Greeks*] were rulers and masters of the country.”

(<http://www.touregypt.net/serapwor.htm> 08/07/03. Italics added.)

1.5.0 DISCUSSIONS OF THE FIELD EXAMPLES

The pilot study of the Field Examples positively indicated that they incorporate the following attributes. They are:-

- | | |
|--------------------|---|
| Well Chosen | Reference to well known names and cases, (even for non UK residents), achieve their purpose, are unconventional, easy and fun to read. |
| Appropriate | Wide ranging, illustrative, well structured, reporting facts and not opinions, easy to understand. |
| Sufficient | Indicate many views of Corporate Identity without need of further explanation, cover a wide range of public media referenced media routes to public domain, stimulate recall of personal empathy with material content. |

According to Goethe:

“Everything in Science depends on what is called apercu, a realisation of what lies behind the phenomena. And such realisation is infinitely fruitful.”

Goethe, quoted by Folsing,(1997:46),

Therefore the stage objective at this point becomes to understand the underlying concept behind the phenomena which can be experienced in all of the general Field Examples.

This section is intended to identify and extract relevant discussion material drawn from the general Field Examples, which have contributed to answer the Diagnostic Questions of this chapter and to compare this with the observations previously extracted from the literature review (Ref Chapters 2-6)

The material is presented through a form of discourse. Details were highlighted, discussed and informally analysed, to achieve some fluency in working with the material content, without loss of its contextual positioning.

Thus, improving levels of understanding of Corporate Identity’s Socratic Form or apercu are expected to be gained.

Integration of observations from the Literature Review and Field Examples in relation to each discourse will be made after each discourse of this chapter. The purpose of this section was set out to be:

1. To check whether the Field Examples substantially and collectively cover the same ground as that in published material.
2. To compare the narrative content produced by professional authors writing about the subject, with the content analysis of the Field Examples.

1.5.1 What is the area of interest?

The examples in 1.4.0, were specifically chosen and constructed to present a varied but panoramic view of the general field of interest. Collectively, these examples show some important influences that organisations have on the everyday lives of the people involved. It is very much a field of, “Modern life experiences”, in which people essentially depend on the products and services of such organisations, in order to continue in their chosen ways of life. The examples illustrate features that can be seen or otherwise experienced as phenomena that (this researcher asserts) contribute to the existence and operations of Corporate Identity. The term phenomena is used in this context strictly according to the definition in *The Chambers dictionary* (1993:789), “as anything directly apprehended by the senses.” Although this material was compiled by this researcher, it was intended that the features illustrated by the examples should be seen very much as a common experience of most people, who will have formed their own individual yet similar interpretations of the nature of this field. Are these individual interpretations, commonly shared experiences? The concept of Corporate Identity is evidently somewhere in this; but its capture is challenging. The phenomena claimed to contribute to Corporate Identity reveal themselves in various ways, perhaps as things that happened at expected times or places, or things that are not specifically recognised unless they do not occur, or do not work correctly, etc. Corporate Identity is an area of interest which is not appropriate to describe using a single example, since this would result in at best a partial understanding. Hence, the elusive character of Corporate Identity, is not sufficiently explained and certainly not defined by one or two examples, however well chosen.

The example EX1 (A day in the life of ...) illustrates a personal selection of experiences that are part of a general picture of everyday human life. This is individual, and yet it is substantially common to almost everyone. Mundane practices of getting up in the morning and journeying to work, are clearly subject to individual variations; but those individual experiences are equally likely to contribute positively to this proposal.

The field of interest clearly involves organisations that are well known, as branded names of product or reliable service providers, having operated over extended periods of time. People are evidently involved throughout the examples, as customers, employees, decision makers, communicators, etc.

It appears that the things happening in this field are complicated, interrelated, deliberate (contrived by people), not natural and involve continual repetition.

Perhaps this idea might be compared and contrasted with the phenomena of rain, wind, temperature, etc., which contribute to our concept of weather. Additionally, the concept of weather taken over a period of time would contribute to the idea of seasons. Similarly, the concept of seasons taken over a longer period of time would contribute to the idea of climate. In the same way, the nature and characteristics of Corporate Identity might be seen to vary and to stimulate different interpretations.

Through this short discourse the area of interest is at least introduced, using the content of the Field Examples as they have been presented. The detail of this will be expanded in the subsequent discourses.

This discourse, therefore, is presented as an illustrated working introduction to some of the basic essentials of the area of interest, which appear to feature in Corporate Identity.

To progress the inquiry for the Form of Corporate Identity, it was considered necessary to extract the basic essentials of the Field from the discourse of the Field Examples and then compare and contrast them with the observations that were extracted from the previous Literature Review chapters.

- Corporate Identity phenomena are elusive in nature and are difficult to describe with one example. This might explain the difficulty of authors and academics having in producing a single definitive explanation. In the same way, that a partial examination of one Field Example will produce a partial understanding of the concept authors working on specialised aspects of Corporate Identity will also produce fragmented and varied working definitions. The content of the Field examples indicated that the concept evolves over time and is related to an individual's interpretations.
- Corporate Identity phenomena are apprehended by human senses. Corporate Identity literature presented views of authors hinting that human senses and their operation are somehow linked in Corporate Identity. The glossary also indicated the use of terms such as presentation, identification, formation of impressions etc, all of which are functions of human senses. However, as discussed previously, these are not expanded upon further by authors
- People depend on Corporate Identity phenomena, and their individual experiences contribute something to Corporate Identity. Literature however does not present this aspect of Corporate Identity in any detail, and it seems that it lacks an explanative theory of this relationship. Consideration of these experiences may contribute to the clearer understanding of the forms that Corporate Identity can take.

- Corporate Identity phenomena are deliberate, repetitive and interrelated. Views of authors describing Corporate Identity as a management process imply that Corporate Identity is deliberate. Authors from a variety of disciplines postulate that Corporate Identity can be influenced by various processes, for example Design, Marketing, Public Relations etc, and it is important that all these processes should aim to achieve consistent outcomes and also suggest that these phenomena are interrelated. Therefore, the outputs of these processes should also be interrelated and consistent. However, Corporate Identity literature presents an omission of systematic methodologies that can integrate the involved outputs of these processes, as well as seems to lack detail concerning the contribution and nature of ‘repetition’.

1.5.2 What is the evidence of Corporate Identity in action?

The previous discourse introduced the idea that if identifiable aspects of Corporate Identity can be thought of as phenomena, then someone has to look at and examine those phenomena in action. Closer examination of seen events, things happening, or human experiences, offers the starting point, in identifying the evidence of Corporate Identity in action. The general Field Examples presented were chosen to illustrate various situations in which such things can be seen to happen and from the Literature Review appear to be functionally related to Corporate Identity.

In the introduction to this study, Simple Simon shows a human desire that is clearly in evidence today. At that time, a pie was an ideal product to satisfy Simon’s hunger- need, and its presence, at that time and place, was clearly not accidental. The essential commercial nature of the business was evident from the fact that it was not provided as a free service. That basic interaction between Simple Simon and pie man might be projected into the more complex interactions between more sophisticated modern organisations and their clients, in present times. Organisations have evidently detected and targeted human needs and desires. They have recognised these opportunities as potentially profitable, and have developed their products and services to satisfy those needs (Ref to Olivetti, M&S). In the examples collectively it is illustrated that, they have devised means in which such needs can be met and have contrived ways to make their presence and their offers known to interested people. References to advertising and shop window displays demonstrate the need for organisations to communicate their offers and the links between the organisation and public awareness, are clearly evident throughout the Field Examples. In the typical journey from home to work, as suggested by *A day in the life of*, our senses are bombarded with numerous visuals that are honestly and

deliberately produced by organisations, to become inextricably part of our normal everyday lives. Such visuals include, large advertising posters, eye catching shop windows, well known high street names and signs, appealing business and commercial interiors, people in uniforms, company vehicles, etc. We read about the activities of organisations and their plans, in newspapers and magazines, and we also follow similar developments in Radio and TV programmes. The lives of people seem to be interwoven with the activities of organisations. Even in developing countries, people that might be expected to live less “branded lives” still find themselves almost “slaves” to the very powerful influences of international marketing organisations. Some of these influences are very sophisticated and some are probably not ethical, as the article about BT donating its obsolete uniforms to Kurdistan, may or may not be interpreted (Ref 7.4.6). Such activities seem to contribute to public awareness. The example of Olivetti, (Ref 7.4.4) also demonstrates that the company took many decisions about how to enhance its public awareness. In its many successful years of operation, Olivetti (Chapter 3 and Field Example), consistently informed people about its ideals and its products, in effective ways. It’s advertising was thoughtfully contrived to be appropriate to the needs or presenting its superior products. The company also decided that it wanted to be associated with good causes, in the Italian tradition of grand patronage. It took care of its employees by building appropriate housing, sponsoring community projects, and commissioning significant works of public art.

Corporate Identity literature (Ref Chapters 2-6) connects Corporate Identity with corporate communication. All seems to be well when the communicated material is seen and confirmed by people to match reality (Operational level of Corporate Identity works well).

Having reliable experiences using London Underground clearly contributes to its selection as a preferred means of regular transportation. Newspaper Headlines and Bulletins (Ref 7.4.6), show the general public to be aware of corporate activities, particularly when things go wrong. When there are reports that something is going wrong in an organisation’s corporate activities, this predictably has an effect on decisions concerning the purchase of a product or a service from that organisation. Marks & Spencer (Ref 7.4.5) neglected the signs of its decreasing customer loyalty, and therefore had to invest effort to correct and improve the situation.

These experiences are evidently characteristic of a culture that depends fundamentally on the reliable operations of so many products and services, that all contribute to the essential quality of modern living. They are perhaps the essence of a developed co-operative society, with a long history of development. As such, these features that occur in society, are strictly not processes occurring in nature as natural phenomena. The example of the Braun alarm clock, the choice of breakfast cereal, the use of public transport, clearly demonstrate a public reliance and dependence on the products of corporate activities. This view however is not emphasised by

authors publishing in the field of Corporate Identity. Example 1: *A day in the life of*: clearly indicates that there is a dependence on such products that will perform in expected ways, the alarm will operate; electricity, water, heating, and postal services will be available and in operation when needed. In combination, this dependence enables lifestyles and life style expectations to develop.

When things go seriously wrong with corporate operations, shown mainly in the headline examples, (Ref 1.4.6), study of the corporate responses provides interesting material for public consideration. After the Exxon Valdez oil spill in Alaska, the company was reported to have spent considerable amounts of money, to compensate those affected and in particular to restore its reputation in the minds of the general public. Incidents of similar importance do happen and most organisations recognise the urgent need to minimise negative public reactions. They invest in high profile measures, taking precautionary actions, in publicising contingency plans, and supporting environmentally friendly organisations, in order to demonstrate to the general public, (who form the impressions), that they are really a socially responsible organisation. In relation to the ethical responsibility of companies, cases have been reported in which companies evidently misinform the general public by presenting facts in different ways. The example of Cadbury UK, with its *Get Active* campaign (Ref 1.4.6), demonstrates this misinformation, by equating sales of chocolate bars with the fitness of young people. The general public may not always fully understand that this campaign was a marketing promotion intended to increase sales. It must also be stated here that Cadbury in other respects has an excellent tradition of care through its long history of community support projects (This “*Get Active*” promotion has since been discontinued May 2004).

Actions of companies, to restore their failing reputations, or to enhance their reputations in misleading ways, are activities that are used specifically to improve public opinions, arguably also to improve the status of their organisation in the collective mind of their public. Evidently, this also contributes in some important ways to the public’s concept of Corporate Identity.

It seems that activities which are not co-ordinated, become increasingly important when **choice** or other decisions are reached from various audiences such as customers, financiers etc. When somebody is asked to make a decision about the purchase of a new product, or a complex service, then the Field Examples show evidence of organisations’ activity in assisting this decision, by providing information about what is currently being offered and about how various products compete and compare, perhaps in terms of their value reliability and usefulness. These information components aimed at people however are not discussed by authors in specialised

public literature, and furthermore the processing of such information by people is not elaborated upon.

As a result of people's exposure to things that go wrong, or information presented to them through direct mail, company magazines, etc, certain criteria may be formed by audiences as a result of their good and bad memories of previous experiences with a product, or its provider. At this point, it is noted that the literature, (Ch2), presents the view that various activities that belong in the field of Corporate Identity aim to create various impressions in people. This discourse adds the concept of memory and links it to Corporate Identity. It can be inferred from the Field Examples discourse that, companies, shops, hospitals, universities, governments and even nations, clearly demonstrate through their actions, that they want their names easily recognised and their reputations to be thought well of, by their public.

The evidence of Corporate Identity in action as presented in this discourse in no particular order of priority were seen to be:

- Corporate communication
- Public awareness
- Public Reliance
- Recognition
- Identification and Satisfaction of needs
- Contribution to life styles
- Impression forming
- Formation of selection criteria
- Rational decision making
- Remembering
- Contribution to human experience

All these functions belong and depend on the function of **perception**. However, it was surprising to find that authors publishing in the field of Corporate Identity rarely make significant references to the relationship between Corporate Identity and perception.

An additional observation is that the Field Examples demonstrate the need that the outcomes of various diverse activities and disciplines need to be orchestrated in such a way that collectively should create compatible perceptions.

The Ptolemy example (1.4.7) illustrates an important ancient situation that clearly involves state manipulation of public opinion (Corporate Identity) involving and integrating the outcomes of various processes and disciplines, evidently to the benefit of the many people most directly concerned. The Ptolemy example started c. 2500 BC, continued to thread through the course of

history, to the current example of a similar situation in Iraq, in which the Americans do not appear to have learned much from that Ptolemy I Soter episode.

This discourse is presented to highlight various powerful indications of something referred to as Corporate Identity in action.

In the conclusion of this discourse, it can be empirically observed through a frequency count, the following five active features which are identifiable in all Field Examples. These are summarised in Fig 1.5.2 Exh1. These five active features seem to reoccur extensively in all seven general Field Examples (1.4.1-1.4.7) and the example of Simple Simon presented in the thesis Introduction. These features evidently occur frequently in the area of interest and in close association with Corporate Identity in action. The area of interest seems to be always associated with interactions happening between Organisations, and the people involved or potentially might be in contact with the organisations. These interactions also seem to include various processes like design and advertising etc., which have been used to facilitate or perhaps assist these interactions. These processes seem to be contained within and involve the products or services that any organisation has to offer to people, and the ways in which these offers are communicated. The evident interactions between organisations and people as extracted from the Field Examples, together with their relevant processes, all require significant financial investments. That Costs are strongly evident in this area of interest seem also to indicate their fundamental involvement and importance in this situation.

		GENERAL FIELD EXAMPLES.(7.4.0)							
		<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-right: 10px;">Evidence</div> <div style="flex-grow: 1; position: relative;"> <div style="position: absolute; top: -10px; left: 50%; transform: translateX(-50%);">←</div> <div style="position: absolute; bottom: -10px; left: 50%; transform: translateX(-50%);">↓</div> </div> </div>							
		<div style="display: flex; align-items: center;"> <div style="flex-grow: 1; text-align: center;"> COMMON FEATURES OF CORPORATE IDENTITY IN ACTION . (7.5.2) </div> <div style="border: 1px solid black; padding: 5px; margin-left: 10px; text-align: center;"> (Preamble) Simple Simon 7.4.1 A day in the life of 7.4.2 A walk through in High street 7.4.3 IKEA 7.4.4 Olivetti 7.4.5 Marks & Spencer 7.4.6 Newspaper Headlines 7.4.7 Alexandria </div> </div>							
1.	Organisations	✓	✓	✓	✓	✓	✓	✓	✓
2.	People	✓	✓	✓	✓	✓	✓	✓	✓
3.	Products - Services	✓	✓	✓	✓	✓	✓	✓	✓
4.	Communication (Ref Products and Services)	✓	✓	✓	✓	✓	✓	✓	✓
5.	Costs involved	✓	✓	✓	✓	✓	✓	✓	✓

Fig. 1.5.2 Exh1 Common active features²⁴⁷ of the area of interest as extracted and evidenced in the General Field Examples. (7.4.0)

1.5.3 What are the observable features that characterise this field of interest?

The observations in the previous discourse sections, (1.5.1 and 1.5.2), suggested that Corporate Identity phenomena seem to be everywhere, indicating that they are perhaps inseparable from typical human lifestyles and that they can be experienced (perceived) in serial and parallel action, in multiple and different ways. Therefore, it seems appropriate that this discourse should attempt to identify features that might more formally be associated with Corporate Identity and more precisely to characterise it.

²⁴⁷ Note that:-The order by which the evident active features of the area of interest are presented in the table is not to be taken as an indication of their relative importance.

The Field Example 1: one day in the life of illustrates a personal and somewhat incomplete sequence that prompts a feeling that more examples are involved and required, to illustrate more of the full extent of Corporate Identity in action. It seems that one observable feature that appears to be characteristic of Corporate Identity phenomena, is that they are plentiful and widespread. [1]²⁴⁸

The aim of the Field Examples was to contribute material to illuminate the central question of this study What is Corporate Identity? But that answer, despite the literature review and the Field Examples seemed to be elusive. [2] This elusiveness in description became almost characteristic, not only of Corporate Identity as a holistic concept, but also in some of its phenomena as well. From the point that the Field Examples were introduced, each example began to reveal much more material, that also contributed to the expansion at a basic level of the idea of Corporate Identity.

The difficulty in the holistic description of these phenomena, is surely an indication of their individual complexity, [2] which is then compounded to a greater complexity of Corporate Identity, as each part contributes more features to consider. The complexity and elusiveness of the subject was also indicated in the literature review findings.

The next stage in the discourse was to identify reoccurring features from this material that most evidently associate with the subject of Corporate Identity, and thus arguably to characterise it, but if possible in more useful and tangible ways.

So far in the Field Examples, there is evidence presented that organisations are themselves interested in making their presence; their good practices; their offers and services; known to their public. All these processes and more are used creatively by organisations to show their presence, and feed the appetite of their public. (Ref EX 3: IKEA 1.4.3). In such ways, organisations clearly want to make their presence evident and memorable to their public and more to become a necessary part of their lives. The high street example depicts these manifestations of Corporate Identity. Also, it illustrates ways in which large service providers and retailers visually compete for the attention of the public.

Important phenomena relating to Corporate Identity occur extensively in the popular communications media (EX 6: 7.4.6). It seems to be widely accepted that the ways in which public and private sector organisations are seen to operate, is a matter of public interest. The need for the general public to be kept informed about corporate issues is very widespread,

²⁴⁸ This numbers serve the purpose of marking the observed characteristics of Corporate Identity Field as they appear in the discourse. The numbers are indicated in the summarizing table see Fig 1.5.3

universal and perhaps characteristic as the newspaper articles have demonstrated. The communications media are evidently well aware of the desire of the general public to be informed of such matters as, transport problems; new initiatives; accidents; profiteering; etc. Newspaper features and television programmes are produced, pro-actively and re-actively, to feed this public appetite. The Field Examples, 1.4.5 Marks & Spencer, and 1.4.6. News paper Headlines (solely combined from media sources) clearly demonstrate this.

Therefore, the area of Corporate Identity seems to be characterised by a multipurpose multidirectional communications of varied information. [3]

The public interest in Corporate Identity matters, is evidently an influence on why **daily news** media who produce extensive coverage relating to the various operations of organisations. Other operations that organisations are involved with are; planning decisions to expand; to merge with, or take-over their competitors; to announce staff recruitment; advertisement of new products and services; to give donations and sponsorships to high profile causes; highlights but a few examples that are always news worthy. Collectively, this information containing media communication addresses the needs of a wide range of specialist groups and individual people with material that is current and topical. [4]

The previous discourse argued that in response to various corporate communication people seem to react forming various impressions and perceptions. In the Field Example 1: London Underground, was seen to be experienced in various and different ways, without many aspects being consciously realised. Such experiences evidently include the opinions and feelings generated en route, from a variety of events, which might be somewhat different from user to user. For example, these may include the first impressions gained from, entering the station, use of the ticket vending machines, use of escalators or lifts, the effectiveness of signs, the presence of staff available to assist when things go wrong, and the general totality of experiences that London Underground provided in the quick safe and pleasant transportation from A to B. (Or otherwise!). It may well be that a regular user of a particular tube line has a completely different opinion about the organisation, to that of a different user travelling daily on a different schedule and line. These brief comments on the London Underground example were used here to indicate that additional factors, may tend to confuse and complicate the recognition of quality in Corporate Identity. The two examples chosen demonstrate that Corporate Identity related phenomena, although they are everywhere, not always appear to be consciously recognised. A question might usefully be asked - Do such phenomena contribute in different ways to the experience of different users, travelling under different conditions?

The theme of this section strongly indicates, that public response and involvement, [5] both positive and negative, is evidently present and seems to be a characteristic in the area of Corporate Identity.

Elaboration of the London Underground example demonstrates something of the elusiveness and ambivalence of Corporate Identity phenomena. As soon an additional factor is introduced the same organisation seem to have different attributes for different users at different times [6]. A useful question to be considered is: is there any relationship between an organisation and individual members of the general public around the duration of their contact or exposure to different Corporate Identity phenomena?

A helpful example to illustrate this time characteristic is the analogy with music and the comparison between popular and classical forms. In addition if the time taken for a person exposed for first time to a tune, to understand and fully recognise any part of the 2nd Brahms symphony, and the happy birthday tune. To fully appreciate either form not only depends on interest but essentially on exposure time as well as the complexity of the forms. As the contact time increases gradually their opinion changes and as people become more informed. Time and exposure time of various influences seem to be characteristic closely associated with Corporate Identity. It seems that Corporate Identity phenomena experiences vary in relation to the duration of user contact time [7].

Considering further the evident relationship of time with Corporate Identity phenomena: if somebody compares the current situation in high street with the picture 10 years ago, this would reveal that changes have occurred²⁴⁹. Previously prominent²⁵⁰ retailers have lost some of their power and their presence in the high street, whilst new names have appeared. The ways that have been used to display their purpose have also changed with time, not so much in their main content; but evidently in relation to changing fashions. The example 7.4.5 *Marks & Spencer*, indicates that important changes needed to be incorporated into their presence on the high street and when this was not seen by its customers to be done, the company's performance dropped to a critical level, threatening its very survival. So corporate activity phenomena are a matter of interest to the general public, and the ways in which these aspects of corporate activity are manifest, seem to be of serious importance. The Field Examples demonstrate that Corporate Identity seems to show a time related dynamic, also subject to environmental changes [8]. To raise another issue: the IKEA example suggests that customers reach their store destinations without problems because the route is clearly sign-posted, due to a well thought out navigation

²⁴⁹ Furniture shops, hardware and general grocery shops, tend now to be found well clear of urban centres.

²⁵⁰ For example Maples, C&A, Wimpeys, Index, Tandy, Singer machine shops.

programme. The building is easy to recognise from a useful distance. Additionally, visitor's needs seem to have been deliberately predicted and accommodated by some planning process. Car parking spaces are usually plentiful. Such needs of the prospective customer to see the products grouped as room settings, display possibilities in such ways as to minimise uncertainty and generally simplify customer judgements about their use, comfort, colour, style, and construction, etc. The customer is pre-prepared to know what to expect, by truthfully designed advertising, and informative catalogues, that state clearly the organisation's principles, values and origins.

The Marks & Spencer example also illustrates how similar planning was used to regain something of their lost public loyalty. The new management attempted to repair the critically serious situation by updating the design and style of the merchandising. They decided to modernise the layout, fascias, fittings of the stores, and the ways in which merchandise was displayed. The whole organisation underwent an enormous change, and clearly design has been used to accomplish and to signal this change.

Use of design at Olivetti, featured prominently in their success, but like M&S, they are reported to have had difficulty in responding to external changes, in the case of Olivetti, to electronic information technology. There is considerable evidence to suggest that various aspects of design [9] seem to be characteristically associated with the Corporate Identity phenomena. This association is manifested in many forms such as the adopted design processes and their outcomes. That design is considered by authors as a contributing activity to Corporate Identity operations was also strongly indicated by the literature review (Ch2)

Many if not all the points raised in this discourse relate to an essential dependency and symbiosis between the public and organisations. The Corporate Identity related processes fundamentally contribute to the quality of human life [10] and the ways in which most people need to live as individuals. Corporate Identity also appears to have the characteristic of being essential to the viability of the existence of the current forms of group culture and so contributes essentially to social viability of public life [11]. .

From this discourse it can be observed that the five active empirical features that always seemed to be associated with Corporate Identity from the previous discourse, (Fig 1.5.2 Exh.1) can be expanded through logical discourses and developed into more positive, tangible forms that appear to be useful common features of the active of Corporate Identity (Ref Fig 1.5.2 Exh1)

Preliminary discursive analysis indicates that there is a widespread distribution of plentiful material from the small compilation of Field Examples that appears to relate strongly to

Corporate Identity. The quality of this material, however, is a problem when it comes to analysing it meaningfully. A technique of deliberately stressing or highlighting what may be useful keywords in the discourse text, produced many additional named features (which are numbered in the discourse text and presented in the Figure 1.5.3 Exh1, as [1-11]) that might variously be connected with the five active features that were previously established (1.5.2).

There are some semiotic difficulties with the understanding of the terms used as keywords in the discourse. The structured presentation of the discourse began to sort and group the keywords; but it was clear that many of the chosen keywords can have multiple associations and complex implications, within their basic keyword form. Communication, for example, covers everything from making sounds from one person to another; to mass media communication of complex information to huge audiences. Whilst design - as an outcome can take the form of desirable products and buildings, for which the organisation might become favourably recognised; or design - as a process might be used in planning, education, healthcare, recreation, which may also have favourable implications for the organisation concerned, in terms of satisfied clients. In detail both of these examples become seriously complicated even on very preliminary examination. Clearly design as both process and as an outcome, contributes to many aspects of communication; and communication may take many forms in design processes and in the evaluation of design outcomes (Ch2). All of these and many more, would seem to contribute to Corporate Identity; but the precise nature of any relationships appears to be strictly subjective and elusive. A consultant's dream perhaps; but even so a greater objectivity and understanding of this situation should benefit all concerned.

Fig 1.5.3 Exh1 illustrates those additional common features from the discourse that begin to characterise Corporate Identity. These are concerned with the features of its character, at a more detailed level of investigation. The keywords were derived empirically from their use in the original discourses, or were rationalised somewhat to make semantic associations between very similar ideas, perhaps explained in slightly different ways.

The point should be made that some of the strikes (✓) in Figure 7.5.3 Exh1 are general and easily justified. Other strikes, however, may need some explanation. For example, the Alexandria Field Example 1.4.7 was very topical [4] circa 250 BC and it did constitute substantially to all other characteristics, but only of that era.

No attempt had been made to place any of these headings in an order of importance nor have the strikes (✓), been given any weighting. The numbering is a result of the order that they appear in the discourse. Clearly, there are predictably some considerable differences in value of such strike indicators; but they are outside the central issues of this design centred research.

This discourse provided an expanded view of the features (1.5.2) that seemed to be associated with Corporate Identity, to the point at which they might be regarded as features that characterise Corporate Identity as presented in the Field Examples. That analysis of the Field Examples revealed eleven justifiable qualitative features, that might usefully characterise Corporate Identity, in further investigation of new material.

		GENERAL FIELD EXAMPLES. (7.4.0)							
		Evidence							
		(Preamble)	7.4.1	7.4.2	7.4.3	7.4.4	7.4.5	7.4.6	7.4.7
		Simple Simon	A day in the life of	A walk through in High street	IKEA	Olivetti	Marks & Spencer	Newspaper Headlines	Alexandria
COMMON CHARACTERISTICS Character Qualities (7.5.3)									
1	Widespread	✓	✓	✓	?	?	?	✓	✓
2	Elusive and Complex in nature	✓	✓	✓	✓	✓	✓	✓	✓
3	Communication of information	✓	✓	✓	✓	✓	✓	✓	✓
4	Topical	✓	✓	✓	✓	✓	✓	✓	✓
5	Generates public response and involvement	✓	✓	✓	✓	✓	✓	✓	✓
6	Specific to Time and geographical Space	✓	✓	✓	✓	✓	✓	✓	✓
7	Human contact time relevant	✓	✓	✓	✓	?	✓	?	✓
8	Dynamic and subject to environmental changes	✓	✓	✓	✓	?	✓	✓	✓
9	Design related	✓	✓	✓	✓	✓	✓	✓	✓
10	Contributes to quality of individual human life	✓	✓	✓	?	?	?	✓	✓
11	Contributes to social viability of public life	✓	✓	✓	?	?	?	✓	✓

Fig 1.5.3 Exh1

Corporate Identity common characteristics as found in the Field Examples and identified in discourse (1.5.3). Tick equals strong evidence, and Question mark means debatable evidence.

1.5.4 Is this field worth any serious consideration?

1.5.4.1 Qualitative Value Aspects of the Field deducted from literature review and Field Examples

As previously discussed, Corporate Identity phenomena are widespread and have become an important part of everyday human life. It is the intense effort that organisations make to achieve their presence and offers in public life, that make such operations involved worthy of serious consideration. This effort is described as intense because since the example of Simple Simon, (Prologue), organisations are evidently increasingly involved in continuing their considerable efforts to sustain and secure their business, in the belief that such efforts do relate to turnover and profit (Chapter 3 and 7). Organisations generally seem to recognise a need to put aspects of themselves on display²⁵¹. The term display as seen previously is not however used in Corporate Identity literature, (the term present is favoured by authors). Shops usually have shop windows to show something about the nature of their business and merchandise. Some organisations appear to believe that they know themselves well enough to make their own way, whilst others use professional design and external publicity processes, like advertising, to make their presence known at extra cost. Evidently, they need to do this to make contact with their existing customers and particularly with their prospective customers. It seems that they must do this, to avoid failure, bankruptcy and other costs. Loss of jobs costs, in the face of their competition, who are also doing similar things. All organisations tend to have, names; brand-names; trade names; trademarks; logos; house styles; advertising campaigns; buildings; etc., all of which characterise and provide qualitative value indications of their presence. All these things also have cost implications. Evidently, organisations continue to make efforts to keep their displays up to date, by developing new products or services, investing in new technologies, design implementation costs, introducing new services and updating the way they look, feel, behave, or talk to their customers. All these efforts would make no difference to the organisation's welfare, if they did not become known to the public (displayed). Hence organisations employ a variety of costly means to promote and advertise their existence and efforts. In this activity, various operations within organisations are predictably involved, some of which are immediately evident. Many organisations clearly have their own internal procedures and have developed their own ways and methods of achieving their goals. These are seen in the evidence of popular products, brands, services, etc. However these processes are not appropriately presented in specialised the literature.

²⁵¹ This researcher in the view of the observation of the previous discourse, identifying that Corporate Identity phenomena seem to be linked with perception consciously decided to explore in the next chapter whether this term facilitates the understanding of Corporate Identity.

Sometimes, to supplement an organisation's internal resources, external consultancies, are used to provide organisations with additional expertise to develop and implement their plans. (Chapter 2, 5 and Field Examples). Fees for these services are usually considerable and sometimes feature in headlines such as those that relate to the misadventures of BT. All of this evidence seems to suggest that newsworthy organisations such as BT believe that Corporate Identity matters are important and are worthy of expensive attention so they continue in their day to day business of Corporate Identity management, producing material to **inform** their internal staff and their external public. (Chapter 2 and Field Examples). When things go wrong, organisations are faced with problems, which can threaten their survival, (Ref. The events at Marks & Spencer). Also the evidence of public disapproval of change when public opinions are not taken into consideration (Ref. The redesign of Chelsea fan's shed) can be considerable.

The term costly has been used often in this discussion and it was indicated as an active feature of Corporate Identity (Fig 1.5.2 Exh1) but these qualitative indicators need to be put on to a more numerical framework. Authors writing in Corporate Identity however seem not to be concerned with costly errors in the practical processes involved in Corporate Identity operations.

1.5.4.2 Quantitative Value Aspects of the Field

The media sometimes publicise the figures relating to "considerable" sums of money that are spent on Corporate Identity related operations. This ranges from the routine cost of making their presence known to the general public, through the costs of special initiatives, promotions, and sponsorships, to the costs of trying to correct things after they have gone wrong. (Literature Review indicated that all Corporate Identity programmes are remedial rather than preventative processes). This is evident in the high street example, (Ref 1.4.2) where a particular presence is indicated by an individual shop front, with characteristic window displays, which distinguish it from its competitors. The presence alone of business organisations on the high street, is associated with a significant financial investment which is in turn expected to produce significant profits in excess of those investments. The example of the purchase of Marks & Spencer Oxford street Branch, (Ref 1.4.5), clearly demonstrates this, and that a presence alone in the High Street, may not always be sufficient. Additional costs involve: store design and layout, merchandise design, quality and price policy, together with the quality/ cost of service provided by the sales team, etc. Such standards and activities demand additional financial investments, which can be quantified (if not always made public), especially in the cases where organisations have fallen behind their competitors. According to the BBC2 series; "The money

programme,” broadcast on 8 Nov 2000 the newly appointed chief executive of Marks & Spencer, decided to invest £20 million on TV advertising, in the hopes of gaining back its lost customer loyalty. Additional money (unspecified, but always considerable) was also spent on the redesign and refitting of its stores, layouts and fascias, merchandise, and carrier bags. There is evidence of companies undergoing phases of mergers, de-mergers, acquisitions, take-overs, privatisation, all of which are associated with huge costs due to the re-organisational changes and sometimes, to signal that these changes are actually to improve the services provided to the public.

The examples of British Telecom, and British Airways, provide some limited indication of the expenditure involved in Corporate Identity related issues. Figures in the order of £24, £50m and £60 million were published because they were newsworthy; but not otherwise unreasonable (Ref 1.4.6). All these efforts have cost implications and it seems that they should be considered much more carefully in relation to the actual costs involved. The evidence of media attention suggests that such events may not always have been planned and executed as well as they should have been. In spite of this widely publicised headline material, there is a general shortage of detailed evidence of the mistakes that do happen, and few indications that the corrective measures have been dealt with efficiently. Such mistakes are evidently very costly (See Exxon case proceedings date 2004 in 1.4.6) and the reputation of the organisation can suffer greatly as a result. The cost of damage to a reputation is difficult to quantify, but in serious cases it has been known to close down organisations.

When things go wrong, clearly there is an effect on the respective organisation and its public. Unpleasant situations in the form of disasters do occur, as the saga of Exxon Valdez indicates. (1.4.6). To minimise the serious negative effects of influential public opinion on organisations share values, such organisations appear to spend huge amounts of resource on “fire fighting.” They spend even greater amounts of money to prevent such “fires” from re occurring, to compensate those affected and to recover negative public opinions being associated with the company name. It is reported that in 2003, ExxonMobil had already paid more than £3 billion (\$4.8bl) in legal settlements and for the clean up costs of Prince William Sound, since the accident occurred in 1989. Initially the damages awarded against Exxon for the spillage of 11 million gallons of oil in Alaska, were \$5billion. Exxon did not accept this court ruling, and after appeal and further court action, these were reduced \$4 billion in the year 2002. The company is reluctant to accept this fine, and is still attempting to reduce it to \$3 bn. To its credit however, the company is said to have paid voluntarily the sum of \$300 million to more than eleven thousand Alaskans and businesses damaged by the wreck of its tanker Exxon Valdez (Lloyd’s List International 26 August 2003:4). The incident remains newsworthy and

continues to influence public opinions positively and negatively, and also indicates the huge amounts of money that are involved in correcting mistakes. It is considerably more difficult to estimate the total of unquoted inconvenience and other costs which clearly have occurred. In addition to accidents or unfortunate events that might occur, there is plenty of evidence to suggest that careless decisions regarding changes in an organisation's presentation of its self might be damaging to its own future. The Post Office decision to change its name to "Consignia", and British Airways decision to remove the Union Jack device from its logo, raised public attention, generated heated discussions but failed to gain public approval. After the large costs of realising these changes, which were disliked by their customers, both organisations (BA and BT), had to meet the additional costs of repairing the damage to their businesses. In the case of the Post Office recently (2004) changed to "Royal Mail".

Closer examination of these facts indicates that organisations are prepared to spend considerable amounts of money to create a new or alter an existing Corporate Identity, e.g. BT, BA and Post Office. To make it known to general public, e.g. High street, to sustain or put it right e.g.: M&S or to compensate when its normal businesses activities go wrong, e.g. Exxon Valdez.

The points raised in this discourse indicate the worth and the seriousness of this situation, that is evidently well short of being perfect. By implication, therefore this situation appears to be consistently quantifiable justification for being worthy of serious consideration.

At this point it can be observed that the Field Examples introduced various issues that were inseparable from the material content of the examples. These were not only quantifiable; but of a variety on magnitude that appear easily to justify their importance. Costs are commonly related to value and worth. The processes involved are costly and it is evident from the examples that when things are wrong, the costs escalate and their effects can be widespread. It would seem valuable to have the processes working correctly and effectively. It is important to minimise errors, because these can be even more costly to remedy. On this basis, the field of Corporate Identity appears to be worth serious consideration.

Literature review findings indicated that organisations lack an integrating systematic process methodology to assist organisations to manage their Corporate Identity consistently and effectively at an operational level. It seems that costly errors or faults in the operations like the ones described by the Field Examples are most likely to re-occur in the absence of a holistic methodology that minimises risk.

1.5.5 What benefits and problems are evident?

It is evident that long standing organisations like M&S; Olivetti; London Transport; The Royal Mail; the BBC; and very many others, have all contributed much to the quality of individual and collective living throughout the nation and similarly, throughout the world. The general Field Examples in section 1.4.0, were a means of introducing the idea that the area of Corporate Identity is an essential and integral part of modern living, with considerable influence on the qualities of most individual life styles. The thought that such material could be withdrawn from human living, without incurring huge and adverse consequences, strongly suggests that the continuing operations of this field are of fundamental importance to contemporary human existence. An indication of the benefits of this field of interest operations, is perhaps sufficiently evident from the material so far presented and commented upon the combined findings of the literature review (Ch 3), and the qualitative and quantitative aspects of its importance (1.7.5.4). Both sections indicated that there is a considerable scope for Corporate Identity operation to continue and to be dealt by organisational decision makers as any other managerial resource with particular attention to its effectiveness. So the next question developing from this was.

- Is it worth devoting valuable time and recourses to Corporate Identity matters?

The discourses on the People involved in Corporate Identity operations (Ch 5) and the Field Examples indicated that, managing directors, architects, product designers, shop assistants, garage mechanics, money lenders, farmers and industrialists, with many others, all deliver to this field of activity in various ways. It also seems that other people in this field are intended to collect something of benefit from this process. All these people it seems have expectations, as well as needs, that should be addressed by individuals in organisations, so that each organisation can deliver what is needed and reasonably expected of it (Ref IKEA). The benefits from successful operations of the field are self evident - but the problems that do occur seem to demand and stimulate more thought.

The Field Examples show how some ideas, products and services become outdated in relation to the advances made by other organisations (M&S and Olivetti examples). Corporate Identity literature also highlights more examples of well known organisations where errors cost them much of their former glory. The effects of mistakes in the field of Corporate Identity are obvious as far as the organisation's own welfare is concerned (via share value performance etc). However, problems in the field of Corporate Identity also affect parts of its interested publics. These effects might be damaging in indirect ways. The recipients of such products and services, seem to grow increasingly dependent on the satisfactory workings of an organisation,

such that when they fail, those events are remembered. It seems from the Field examples, that there are some operations of Corporate Identity that give a large initial impression, (BA, BT, Consignia), might soon be forgotten; (Chelsea fun shed), whilst other failures, may be dramatic; and occur with increasing frequency, over an extended period of time might be more strongly remembered due to repetition (See Exxon Valdez press coverage from 1989- 2004). All these may form different memories? It seems that these are some of the problems that need to be addressed more successfully, because the penalties for not doing so, appear to be considerable.

Normal operations are generally in continual change, some things improve,- which is good for those people involved. Similarly, some things deteriorate, or fail, which is not good for the people directly involved. Products and services that do work, perhaps with some inconveniences, appear to be widely acceptable as being idiosyncratic, comfortable, etc.; but products and services that do not work because they are unreliable and/or fail, prove to be widely unacceptable. There is evidence to indicate that some “improvements” for some people, are not recognised as such, by others. Perhaps operating a hospital at a lower cost, or even strategically closing it, may be pleasing to some people; but not to the patients who cannot receive their treatment so conveniently, albeit with less technical skills (1.4.6). All failures predictably tend to incur costs.

Consequently, it seems that it worth devoting time and resources to Corporate Identity matters. However it seems that it is equally important that changes in operations should be based on what is essential need for all the people concerned, otherwise changes based on fads, fashions or personal opinions can be unnecessary and ineffective.

The material presented so far from the Literature and the Field Examples indicate that organisations are aware that Corporate Identity control is worth serious consideration and spend additional money to acquire the internal or external resources to assist with Corporate Identity control in its day to day operations. The magnitude of financial investment in Corporate Identity applications has an effect on the prices which the general public is asked to pay for the goods or services provided. It is therefore recognised that there should be scope for minimising waste and errors in the processes - to the benefit of the organisations and general public involved. The three launches of Corporate Identity programmes for BT, BA and the Post Office were planned to signal the improvement changes in the organisation’s operations due to their privatisation. Media headlines suggested that the vast expenditure of these programmes was thought by the general public to be a waste of public money. The huge expense of these faulty Corporate Identity programmes were followed by damaging publicity, affecting the names and reputations of the organisations concerned. Followed by staff “downsizing” (redundancies),

closure of offices and branches, strikes, reports of huge loss of profits, etc. All of these events fuelled heated discussions, contributing to even more negative impressions in the public mind, raising issues of whether companies “are pouring money down the drain” (Independent,1991). Evidently, decisions concerning changes to existing well known and respected Corporate Identities had been taken, which caused considerable additional costs in changing established features and character, creating unfavourable impressions to their publics, and perhaps in the longer term, damaging their customer loyalty and trust. While media portraying the public reaction as “sceptics say all it will change is the designer’s bank balances” (Jones,1998). The idea that some of these unpleasant effects could have been anticipated, minimised or even prevented, makes these problem areas of Corporate Identity also worthy of consideration and justifies greater investment in the understanding needed to make the operations improve. This is surely preferably to paying the high costs of correcting early or changing things that are not required. At this point in the discourse an additional question is called for:

- Should industry as a whole have better skills in these activities?

Evidently people want to know about the products and services that are available to them. They also form opinions about the qualities of these operations, and the “names” that provide reliability, good value, personal treatment of individual requirements, etc. The costs of doing “public relations” exercises are huge, even when things go well; but when they are less successful, the costs tend to become significantly larger, and thus “Newsworthy”! Things that just deteriorate over a period of time, like in the M&S and Olivetti examples, can be quantified in terms of financial accountability; but perhaps such figures do not always show all the true costs. The costs of commercial advertising on television alone are astronomical; and difficult to quantify exactly. However, the commercial channels giving similar service coverage to the BBC, may derive a similar income from advertising to the BBC licence fee income. (Estimated at, 20 million households contributing £100 pa, gives an order of magnitude figure of: £2,000,000,000 , in every year for the UK alone.) Product design, research and development, and new product production costs are also huge, in addition to any new manufacturing plant. In a case in which an organisation’s decision making regarding Corporate Identity issues results in a series of mistakes, the end users of the products or services are asked to compensate for these mistakes by paying premium prices. Are these costs, cost effective? Thus neglect of essentials is seen to cause inconveniences at the least and at worst damage to the organisation and its dependant public. Is it possible that greater understanding of how to maintain the benefits and reduce the problems in activities relating to Corporate Identity, would improve both positive and negative aspects? The benefits resulting from minimal improvements in the negative aspects alone, like reducing errors are evidently potentially

considerable. Very basic manipulation of the published figures indicates considerable scope for pro-active work, which could be financed out of a small percentage of anticipated savings.

Literature review identified that although various people are involved in Corporate Identity operations and much work has been done on this theoretical level by authors, the operational side of Corporate Identity is neglected. One of the problems identified in the previous chapter highlighted the lack of evidence of any systems methodology to organise the work of functional activity units of Corporate Identity. Predictably, working with any organisational structure much more precise (and confidential) numerical information should be available for such purposes without those organisations needing to display their problems in public.

The following combined observations from Chapters 2 until 7 may be extracted.

Chapter 3 provided the views of authors on the possible benefits of a strong Corporate Identity for organisations. This chapter expanded on these benefits and successful and honest Corporate Identity operations were widely seen to contribute positively to both organisation's and human lifestyles generally. Whilst many of these benefits are widely appreciated, individuals have considerable scope to 'mix and match' their Corporate Identity contact to support their individual life style requirements.

It can also be observed that problems occur a variety of costly and otherwise negative benefits, that should be addressed proactively prior to the event rather than after. However, the problems presented in this chapter do not seem to be amongst the concerns of authors in the specialised literature. However, the problems do exist and are widely reported in public media. The material found in Chapter 5 in relation to peoples roles, their interaction, and the processing of information when combined with the existence of problems at the operational level of Corporate Identity indicated that :-

- The needs of the people in the processes involved predictably need to be better understood
- As people seem to contribute to errors in the processes, so those people need help to minimise such problems.

It is therefore concluded that there is a scope to look for a framework that allows all the relevant people to interact and co-operate.

1.5.6 Is there scope for useful and rigorous academic investigation?

The importance and topicality of Corporate Identity has been illustrated by items selected from the previously assembled Field Examples and their discourses. This section builds on the material presented in Chapter 3 and explores a maturing view of this importance, particularly in relation to opportunities for useful academic research to be carried out.

Features that characterise the operations of Corporate Identity (whatever the title currently in Vogue), have been shown (Field Examples) to be essential to and inseparable from ordered human living, a view that it is not clearly presented in the Corporate Identity academic literature. When such things work well, the benefits are accepted without particular notice by most people who are busy enough, living their everyday lives. However, such subliminal benefits are evidently more clearly recognised and envied by people who live in less fortunate places or circumstances.

Corporate Identity evidently has various relationships with things of substance, which work dependably to satisfy basic human needs for food and shelter; etc., whilst also satisfying important desires for comfort, convenience, social interaction, etc. But Corporate Identity activities also appear to contribute to less tangible, emotional, fashionable factors like, newer technology products, and better services, etc., achieved through time related changes, that all characterise this field.

News media headlines certainly feature Corporate Identity “grand event” successes; but also seem to cover Corporate Identity scandals, disasters, corporate greed, service failure compensations, etc., that appear to be of even greater public interest. If such negative issues were happening in other disciplines like engineering or architecture, relevant changes to regulations and code of practise would be expected to change. However, Literature Review (Ch 6) did not reveal any equivalent procedures in Corporate Identity operations. Minor things that go wrong in the lives of individual people are not usually so news worthy; but these can be annoying and costly to each individual. The collective experience of people individually experiencing things that go wrong in their lives, might predictably influence their collective opinions of such organisations that may have caused the problems, e.g., British Airways, Marks & Spencer, Exxon Mobil, etc. These experiences are mostly connected in literature with the concept of Corporate Image rather than Corporate Identity as presented in the former chapters.

It is clearly evident that things do go wrong; things do age and wear out. Needs, ideas and especially the expectations of people do change, from products and services that do not work well enough, to better products and services, provided if necessary by competitors.

The experience gained from the literature review, stimulated by the evidence presented from the Field Examples, suggests that the costs involved in maintaining normal Corporate Identity operations (whatever these may be), are very large indeed, and the co-ordination of corporate activities to indicate faults.

Things that go wrong, produce many examples of quantified costs, and these often receive Headline publicity. However, very many more are not sufficiently known, to be fully quantifiable. The personal inconvenience caused by the cancelled flight, retail products continually out of stock, or individual loss of income due to a small oil spill, etc., all contribute to a greater collective problems for the Corporate Identity of different organisations. A view that it is presented in Corporate Identity literature, by influential professional and authors such as Ind (2001), Olins (2003), but is perhaps lacking the appropriate emphasis in practice.

Understanding the causes of major things that go wrong, is often the basis of briefings given to research investigators in commercial and academic situations. However, the understanding of, holistic situations generally, local problems in context, the prediction and rectification of undesirable outcomes, seems to be somewhat neglected. The evidence for this observation is in the reported failures of deteriorating situations to be correctly identified and acted upon. M&S (products and retail environment), Royal Mail (name change), Olivetti (new technology), BA, BT, etc. By contrast, IKEA appears to have overcome some of its early expansion problems and it now appears to be operating beyond even its own expectations. Evidently an integrated and holistic approach to its design, manufacturing, and retail activity, is thought to be satisfactory by most of IKEA's target customers.

At this stage in this study, it is evident that many people within an organisation might contribute to this process, and that a smaller number of internal personnel may be directly involved with Corporate Identity influencing activities, whatever these may be. M&S took pride in recruiting capable staff, in their excellent training, but it seems their over control of any creative/intelligent input from them, resulted in reluctance or fear of its senior managers to discuss vital operational problems the Chairman's error almost closed M&S.

Literature and the Field Examples indicated that if organisations are not comfortable working in areas that they see as necessary but outside their expertise, they might recruit more experienced staff, or approach external consultants. In any event, if the problems have become clear enough for the inexperienced organisation to see, it is likely that the situation will have become critical, and that the subsequent actions resulting will be pragmatic or perhaps based on a previously successful similar project. (Applicable perhaps to another organisation, that is at best

considered to be a good fit with the needs of this one.) More ideally, the consultant would take time to understand the precise situation that the organisation finds itself in and take more time to ensure that the organisation has the means to implement any actions that are subsequently recommended and agreed. Various projects featured in the Headlines Example, illustrated some of the costs associated with serious errors that have been reported in the operation of this approach.

All chapters indicated that when things go wrong in operations of organisations, sometimes external help is urgently needed, but such help is often short term, providing remedial “fire fighting” actions. Better solutions would more surely result from careful consideration of longer term issues? Such issues might include questions how organisations can better organise their people and the outcomes of their work in relation to Corporate Identity phenomena.

A case could surely be made for more comprehensive academic study to gain a more comprehensive, practical and reliable understanding of the holistic activities in this field of Corporate Identity. Clearly, the field of interest as it has been revealed by the chosen examples, is so large that it offers the prospect of many potential academic studies, that could all usefully contribute to its greater understanding. It also offers opportunity for academic study within different professional disciplines, such as marketing, advertising, graphic design, interior, architectural design, market research, human resources, strategic planning etc. In addition, by looking at the whole field in which Corporate Identity operates, it is possible to steer the research towards identifying broad problems associated with Corporate Identity operations.

The specific views of the Field Examples compiled for this study, inspire the view that the academic environment could provide information and a specialised skills base with which to conduct such a study. It is in the nature of academic investigation to first of all gain a sufficient understanding of the area in which the problem exists. Later the aim would be to generate something of a “general theory” or systematic process, which describes the holistic situation, explains the phenomena and provides solutions to the problems detected. Equally important is an aim to generate a methodology which should contribute to problem solving or minimise the risk of them reoccurring. Additionally, a further aim should be to test this methodology empirically, develop a practicable framework and test it in an appropriate situation. However, prior to all these a holistic practical understanding of Corporate Identity and a tactical arrangement of Corporate Literature was considered to be a prerequisite. There is surely ample scope and topical material for various important and useful academic investigation in the area of Corporate Identity.

Throughout the Field Examples, evidently design is connected with Corporate Identity process. It appears as outcomes in relation to the properties of products and services. Design also occurs as an enabling process in the realisation of many outcomes that contribute to Corporate Identity. Clearly design has many faces and a singular design process or outcome event, might rarely be seen to contribute much to Corporate Identity. However, the examples show substantial evidence of the success of co-ordinated design approaches, and also refers to individual examples of good practise, rather than the effects of less satisfactory design influences on Corporate Identity.

At this stage it can be argued that design is an important contributor to Corporate Identity, rather more through co-ordinated proactive design operations, than by piecemeal reactive fire-fighting projects.

With previous education and practice experience in design, and some of that professional experience gained in Corporate Identity design change activities, this academic study was originated on that basis. With knowledge gained from the literature review, and its growing understanding via the elaboration of the Field Examples, this researcher developed the following research objectives.

- To seek a practical, working understanding of Corporate Identity, in its holistic sense.
- To identify and understand the ways in which design related activities can better contribute to Corporate Identity operations.

1.5.7 REFLECTION AND DEDUCTION ON LITERATURE AND FIELD EXAMPLES

This section aims to bring together observations and findings that contribute to the formation of a richer picture of the field of Corporate Identity, leading to the presentation of this researcher's understanding of Corporate Identity.

The Field Examples enabled a broad introduction to a particular Field of interest, that was found to be so extensive and so much a part of public and individual experience, that it increasingly appeared to be inseparable from human existence in all its normal practical manifestations.

Implicit in this view is a profound public dependency on those goods and services provided by the organisations involved and, - a certain observable tendency for the public to use and passively expect reliability from such processes and, - to much more actively criticise, when any desired process fails to deliver what is required.

Integral to this view, various and numerous collaborative activities of people, which enable humankind to continue, whether sustainably or otherwise were identified. Such processes are clearly involved in the provision of - food; shelter; education; healthcare; travel; transportation; law; defence; entertainment; religion; culture; etc., All the Field Examples contributed to the formation of a rich picture on the ways Corporate Identity operations are experienced by people. The literature review discussed in the thesis, via the discussion of the diagnostic questions provided information to enrich this picture by identifying that integral with such collaborative activities are identifiable groups and recognisable organisations, that all contribute to provide specific goods and services that seem essential to support public life in its various forms, as well as the many unique expectations of individual people.

This researcher via examination of the Field Examples forms the impression that Corporate Identity is far more important and extensive than captured by the published specialised literature. Perhaps a true scale is better indicated by examples such as, ...the formal establishment of the Christian religion in Rome c.300 AD; and ...the Third Reich in Germany, somewhat later.

Yet, it seems that much of the essential content of what are considered to be the working parts of Corporate Identity, are seriously neglected in the literature. Why is this? Are they too mundane, too complicated, or not sufficiently understood? It is well known, and suggested by that in building design and construction, practitioners must have appropriate qualifications; designs must take account of objective requirements; there are mandatory specifications, standards and codes of practice that must be satisfied; there are many systematic procedures that enable the many activities and works to be co-ordinated, safely, on time, on budget, to

specification, etc. Such buildings may be complex, and things do go wrong; but the diagnostic and feedback processes will normally enable satisfactory completion of most projects.

Meanwhile, Corporate Identity projects are carried out. The costs of changes involved when reported, are considerable and in the same league as much complex rebuilding work. For organisations that continue, the costs of successful Corporate Identity maintenance can be high and these operations must surely be managed intelligently and cost-effectively. Yet, there are the published examples of well known organisations that have had Corporate Identity projects that failed. The costs of repeated change are huge and probably not quantifiable, at least for publication. For less well known organisations, the costs of Corporate Identity failure might be terminally devastating, particularly if such failure is also symptomatic of other problems.

Corporate Identity is surely more than just an applied decorative art-form!

The preliminary observations presented in the discourses of the Field Examples fuelled a retrospective revisit on the survey of the professional published literature. This revisit, instigated an additional observation. Since Corporate Identity phenomena seem to be so important to organisations and their audiences, the specialised published literature was expected to reveal more detailed information of those “phenomena”, such as the inner workings of the processes involved in Corporate Identity. It was observed that the structured reading for this investigation resulted in assimilation of referenced material that its collective meaning was generally less specific and much more elusive than the material presented by the Field Examples. Essentially, this Field of activity was found to be an important and complex public domain, in which there is widespread overt recognition of “phenomena”, that in more specialised circles, might be referred to as Corporate Identity or Brand.

Nevertheless, in combination these two different literature surveys, despite the fragmented coverage of the Field by authors contributed to this researcher’s understanding of Corporate Identity to move in a more advanced level. This understanding is reflected and presented in the main body of the thesis in Chapter 6.

APPENDIX 2.1

Extract from the LITERATURE CLASSIFICATION TABLE

Master Data Processing Chart of headings of all Operational Question Sets

3.3.1.0 (Q.1.0)	What is Corporate Identity?
3.3.2.0 (Q.2.0)	What terminology is used in Corporate Identity texts?
3.3.3.0 (Q.3.0)	What kind of people are involved with Corporate Identity operations?
3.3.4.0 (Q.4.0)	What information components, activities, and processes are associated with CI?
3.3.5.0 (Q.5.0)	What organisational and systematic methods are used and associated with CI?

Published literature containing material that may contribute to answering the operational questions

Q.1. 0	Q.2. 0	Q.3. 0	Q.4. 0	Q.5. 0	Comment	Source-Author Pre-Corporate Identity
*		*	**	***	London Underground. The design of its map. Need of organisations to communicate various values. Designers, cartographers, printers. Ref to design specifications	Board (1995: 150-151)
012345						
**	*	**	*	*	London Transport case study. Literature review of Roundel, problems over the years, what CI does, People involved in the 1989 CI programme. Strictly from design point of view.	Davies (1995:22-28) B/98
012345						
**	**	*	**	*	Army, Catholic church,, AEG, Olivetti. IBM.	Heskett (2002:135) E/383
012345						
					Olivetti	Kircherer (1990)
*					IBM	Lieverse and Nijs (1990:105-111) 14/
**		**	**		Coca-Cola The creation of its logo, bottle and its promotional techniques	Lieverse et al (1990) 14/176
12345		2568	1246			
**		**			Ford -CI building to overcome competition crisis in 1980's from Japan	Slater 1995 G/528
12345		1248				
					Heinz	Speak 2001:20
***	*	**	**	**	London Underground	Staal (1990:71-75) 14/174
12345	2	123568	123	2		
					KLM	Wells (1990:125-132) Free St No 14

					General Papers Books	Source –Author Post- Corporate Identity
**					Paper	Balmer and Soenen (1999) E/378
						Cheston (2001)
						Cheston (2001:64)
Q.1. 0	Q.2. 0	Q.3. 0	Q.4. 0	Q.5. 0	Comment	Source-Author Post-Corporate Identity
						Melewar and Wolldridge (2001)
** 012345					Book-CSA- French Republic- Parker, Coca Cola- AKZO – AEG-Banks –Apple- BMW- Shell- M&S- Unilever- Kelloggs	Olins (1989) 7
* 14		*		*	Article	Clayton (2000)E/301
** 12		**	**		London Transport	Clayton (2002:11) E/302
* 0135		*			Internet site	Design Council (2002) E/303
		*				The 27 th International Design Management Conference (2002)
45					Article	Targett (2002) E/307
125		**		**	Research paper	Daffey and Abratt (2002) G/502
* 0					Journal	Strategic Direction (2002) G/500
		**				Burghausen and Fan (2002)
				*	2 case studies New Zealand and Ontario	Lodge (2002)
1		**	**	*	Emphasis on the design department	Turner (2000) E/323
* 01245		*		**		Argenti and Druckemiller (2004) G/504
123	**	*		**	Proposal of model to audit CI against environmental changes	Ilia and Schmid et all (2004) G/505
4		*		*	Problem with market analysis and audit management. Bad publicity and topicality of CI	Myerson (1995) G/506
* 124		*	*	*	Article on banks	Jardine (2004) G/508
		*				Coffey (1998)
* 0235	*					Nelson (2004)
		**				Peklo (1994)
* 0	*				Brand is a story telling a myth	Dennis (2004) G/510

* 0235		**	*		Views of consultant on what CI is	Nelson (2004) G/511
* 45					Article on negative publicity of M&S. CI issues are very important because bad criticism can damage Brand reputation	Wilkinson (2004) G/509
** 01	**			**	Research paper on communication and PR proposal of a framework for CI management	Cornelissen and Elving (2004) G/512
** 012	***	**		**	Review of previous work and proposal of a CI management model	Abratt (1989) C/161
Q.1. 0	Q.2. 0	Q.3. 0	Q.4. 0	Q.5. 0	Comment	Source-Author Post-Corporate Identity
			**	**	Consumer attitude evaluation of brand extension	Czellar (2002) G/513
* 5		**		*	Siemens. New CI programme. Mention of people that should be involved, all of which should know the values of the company.	Jones (2004) G/514
		**	*		A shift in marketing to measure the effectiveness of marketing techniques. Managers want to know the ROI (Return of investment)	Brady and Kiley (2004) G/515
		**	**	**	Research of CMO: Chief Marketing officer, saying that they have more power in organisations management	Maddox (2004) G/516
	*	**	*		Advertising teams- methods discussed- The role of account planner- Terminology relevant to advertising/ Marketing	Hackley (2001) G/518
* 45	** 23456	** 168	* 145	** 36	Paper on Integrated Corporate Communications	Kitchen and Schultz (2003) G/519
* 025	** 012346	* 18			Paper on what CI is and its relationship with C philosophy – image and personality- provides definition of all concepts	Balmer (1995) G/150
* 1	* 0236	* 0170	* 01	** 136	Corporate communication point of view- definition is given. Agencies are involved- people are involved. The problem referred is the duality of corporate communication between company brand and product brand. The organisation does not know which communication channel to tune and consultancies take advantage of this limitation	Bernstein (1989) C/211
** 0	** 12	** 247		* 36	Design Week because of the complexity and confusion in CI definition invites people to discuss the issue.	Design Week (1988) C/147
*** 0125	*** 236	** 0		** 26	Paper from academic point of view. Provide the reasons why there is confusion in the area of organisational identity	Balmer (2001) D/281
	* 6	** 348	** 23	*** 246	Paper proposing that product design should incorporate company's brand values- this can be achieved if the Consumer Associative Networks methodology is extended in all visual and verbal channels	Kefallonitis & Sackett (200?) F/409
** 12	** 46	*** 123456	** 01246	** 01256	Eurotunnel CI management and design management- The differences	Gorb and Turner (1992) E/325
* 25	** 4	* 7	* 12	* 6	Jonathan Knowles : Director of Wolf Olins describes the 3 main options in post merger CI	Gander (1999) D/239
		* 278	* 2	* 3	View of architect on how CI inform design of environments- Ref that	Jarmel (2003) F/410

					architects are rarely involved in the creation stage of CI projects	
** 01235	** 23456	** 13		*** 1236	Academic paper written from marketing point of view. Provides literature review on the development of CI and postulates that a new discipline will emerge called corporate marketing. This will deal with the management of CI.	Balmer (1998) F/398
				** 4	Notes on EU project on networked organisations. IT point of view. Talks on the inter-operation of different systems that need relevant information to the nature of their inter-operation	Blind (2005) G/520
Q.1. 0	Q.2. 0	Q.3. 0	Q.4.0	Q.5. 0	Comment	Source-Author Corporate Identity
	** 256	*** 1248	** 16	*** 123456	Research on 11 organisations on how departments responsible for organisational communications are organised. The authors propose a model that intergrades communication functions in relevant departments, reporting all into a centralised department: Corporate communications. This should report to the CEO.	Einwiller and Will (2002) G/521
** 0	** 12346	** 1237	** 16	** 1236	Consultant point of view. Emphasis on the process model followed in CIP and the interaction with organisations	Henrion (1990) B/59
** 0	** 12	** 128		** 146	Paper presented in conference. Concentrates on clarifying that is CI and better managed	Turner (1990) B/58
		** 1237	** 12		Case study for Unicon Betons , concrete company. Employed design management consultancy to plan and manage the CI consultancy. (graphic – textiles – architects)	Bernsen (1990) B/63
			** 123456		Research project from RIBA on the design process in architecture:	Lega (1982) B/51
** 0125	** 12346	** 123456 78	*		Brief mention of all these relationship of CI and culture is emphasised	Downey (1986/87) C/193
				** 2		Ottaway (1976) B/170
** 0125	** 12456	*** 138	*** 4	** 26	Relationship of CI. And Corporate reputation. Research methods to measure reputation – psychology point of view	Bromley (2001) E/327
* 2	** 6	*** 134	*** 14	*** 26	Lego company. Corporate Branding process	Shultz and Hatch (2003) G/524
** 12	*** 1	*** 1247	** 1246	*** 156	Research- Brand Gap	Design Council et all (2002) G/527
*** 1	** 126	** 1248	* 16	*** 136	Proposal of definitive model- incorporating previous models of CI management	Stuart (1999) D/288
*** 125	** 3456	** 12358	** 146	*** 146	Proposal for a CI Management process	Markwick and Fill (1997) E/397
** 124	** 25	** 2	** 1		AEG, IBM, Third Reich . The power of visual symbolism	Myerson (1995) D/263
*** 125	** 4	** 2		* 6	Historical review of CI seen through the development in Art- design- AEG- Third Reich	Hefting (1990) Free 14/170
** 123	** 12345			* 	Braun cases study. Historical review 1921-1980	Lieverse and De Nijs (1990) 14/170
*** 12		*** 1237	** 12346		The PTT Netherlands Cases study	Hefting (1990) 14/173

		** 123578	** 12346	** 13	Adidas - Emphasis of activities involved in the operation of CI- especially research- design- promotion –sponsorship- external affiliation with IOC- Olympic Games	Huisman (1990)
	* 2.3		** 3		2.Definition of Design strategy. Ambiguity in the use of the term design and strategy. 4. Co-operation of design with other departments. Issues that need to be managed by designers when working in the three categories of: Communication – products and Services and environments. Also performance standards to evaluate their contribution are referred to	Olson et al (1998) C/223

Extract from the Data Processing Chart on Operational Question Set 3.3.1.0

3.3.1.0	(Q.0)	What is Corporate Identity?
3.3.1.1	(Q.1)	What components and features does it involve?
3.3.1.2	(Q.2)	What does it do?
3.3.1.3	(Q.3)	Who is it for?
3.3.1.4	(Q.4)	Is it topical?
3.3.1.5	(Q.5)	Is it important?

Published literature containing material that may contribute to answering the operational questions

Q.0	Q.1	Q.2	Q.3	Q.4	Q.5	Comment	Source-Author Pre-Corporate Identity
*	*	*	*	**	**	London Underground. Design of its map. Its design has become a recognition point for London. Has been copied. Still in use.	Board (1933: 150-151)
**	**	**	*	*	**	London Transport case study. What CI did for the company and does? Components are mentioned.	Davies (1995:22-28) B/98
**	**	**	*	**	**	Examples of CI programmes. Definition components are described, it is important and problems occur, and is important.	Heskett (2002:135) E/383
**	***	***	***	**	***	Olivetti	Kircherer (1990)
	*	*	✓	*	*	IBM	Lieverse and Nijs (1990:105-111) Free NO 14
	*		✓	*	*	Coca-Cola	Lieverse et all (1990:87-93) Free 14/176
	✓		*	*	*	Ford	Slater 1995
	✓			✓	✓	Heinz	Speak 2001:20 E/365
	✓	✓	✓	✓	✓	London Underground	Staal (1990:71-75) Free

							14/174
	✓	✓	✓	✓		KLM	Wells (1990:125-132) Free No 14

						General Papers Books	Source –Author Post- Corporate Identity
	***	**	**			Paper	Balmer and Soenen (1999) E/378
		✓	✓				Cheston (2001) E/360
	✓		✓	✓			Cheston (2001:64) E/360
	✓	✓	✓	✓	✓		Melewar and Wolldridge (2001)
**	**	**	**	***	**	Book	Olins (1989)
	**			**		Article	Clayton (2000) E/301
	**	*				London Transport	Clayton (2000:11) E/302
*	**		*		**	Internet site	Design Council (2002) E/303
				*	*	Article	Targett (2002) E/307
	*	*			*	Research paper	Daffey and Abratt (2002) G/502
*						Journal	Strategic Direction (2002) G/500
	*						Turner (2000) E/323
*	*	*		*	**		Argenti and Druckenmiller (2004) G/504
	*	*	*				Illia and Schmid et all (2004) G/505
				**		Article Refers to bad publicity and topicality of subject- Design week article	Myerson (1995) G/506
	*	*		*		Article on banks	Jardine (2004) G/508
*						Article for brands	Dennis (2004) G/510
*		*	*		*	Views of consultant on what CI is	Nelson (2004) G/511
				**	*	Article on negative publicity of M&S	Wilkinson (2004) G/509
*	**					Research paper on communication and PR	Cornelissen and Elving (2004) G/512
*	**	**				Review of previous work and proposal of a CI management model	Abratt (1989) E/161
*				*	**	Various organisations have problems with their communications. P71. Examples of unsuccessful Mergers	Kitchen and Schultz (2003) G/519
*		**			**	Importance from business and academic point of view	Balmer (1995) C/150

*	**				*		Bernstein (1989) C/211
**						Three different definitions of CI	Design Week (1988) C/147
**	***	**			***		Balmer (2001) D/281
**	**	*				Components : p 24: products , services, environments, ways of communications and behaviour , and how it becomes manifested p 24	Gorb and Turner (1992) E/325
Q.0	Q.1	Q.2	Q.3	Q.4	Q.5	Comment	Source-Author Pre-Corporate Identity
**	**	**	*		**	Academic importance p964. Evidence on the growing importance of CI. P 983. p 985 Evidence of the importance	Balmer (1998) F/398
**						Consultant point of view. Development of Corp communications of which CI is part of. CI processes model	Henrion (1990) B/59
**	**					Consultant point of view. Def p 33. Lists components	Turner (1990) B/58
**	**	*		**	*	Book – Design Council	Olins (1990) B/60
**	*	*			**		Downey (1986/87) C/193

APPENDIX 2.2

The development of the Full Set of Diagnostic Questions

The formulation and development of the Diagnostic Questions used to address the published literature was subjected to a reiterative process of testing and development, before the present form was accepted. (Present form is presented in section 2.3.0: The Full Set of Diagnostic Questions).

In preparing for Phase 3 of the published literature search, (a more formal stage), and based on the topics identified for further enquiry from Phases 1&2, a schedule of basic and rather general questions was devised to approach the field again. This developed into a scheme involving deliberately more precise questions to interrogate the less responsive issues, very much following the teaching philosophy of Socrates according to Plato and Xenophon (Ch1). Specifically, to derive into the issues that needed to be explored, a “Brain-storming” technique was used to produce random lists of items that appeared to have connections with each topic heading- described by each Primary Diagnostic Question (Osborn, 1963). This technique although most commonly associated with group creativity, teaching and design methods, surely

bears similarities with Socratic Questioning. Socrates was encouraging his speakers in his dialogues to express their views, and encouraged the proposal of different ideas for the question under discussion.

The brainstorming technique to identify the topics for a structured understanding of Corporate Identity Literature – How the Diagnostic Questions emerged

The time devoted to each topic heading was set to the point at which the flow of ideas became slow (at about fifteen minutes). During those sessions, no attempt was made to evaluate; check for repetition; or similarity of content; or to prioritise; etc., (Reece and Walker 2000).

The next stage was to sort, group, and specifically, to refine items and convert these into a question format. These additional questions were placed in a notional order or priority, in their respective generic group heading. As the groups were completed, checks for duplication, relevance, redundancy, etc., were then made.

Having formed these strategic questions, the lists were kept “open”, so that additional features or other refinements could be tactically incorporated later, if prompted by experience obtained during reading of literature, throughout the project. The precise wording of questions that was chosen to direct the formal literature search, evolved during the reading period and to a substantial extent afterwards. At the time of the need to establish the questions for the main formal literature analysis, many of the basic components were known; but a continuing flow of constructional revisions and shifts in priority occurred, well into the reading operation.

The form of these questions, serving the purpose of “memory file” groups, was constructed in a way that would not anticipate the precise content of any supposed answer discovered in the texts. They were intended to allow diverse material to be represented, and be subjected to a form of debate and interpretation before they were considered under a Primary Question, which was considered as a heading of each group. The frequent use of “etc.”, in the wording of the questions, was made to encourage this process of answer expansion, whilst retaining some structural relationships between the question groups and their frequently imprecise answers.

A further tactical refinement was found to be helpful, as the field of Corporate Identity was opened through literature exploration, and to take into account a need to make the best use of strictly limited time available, it was decided to concentrate on an area of problems and activity generally close to the researcher’s previous experience. This was judged to be a pragmatic strategy, offering a demanding but practicable route through the field, whilst retaining ample content for varied and extensive academic study.

APPENDIX 2.3

The revised ICIG statement of Corporate Identity found in Balmer, (2001:291)

“Every organisation has an identity.

It articulates the complex ethos, aims and values and presents a sense of individuality that can help to differentiate the organisation within its competitive environment.

When well managed, corporate identity can be powerful means of integrating the many disciplines and activities essential to an organisation’s success. It can also provide the visual cohesion necessary to ensure that all corporate communications are coherent with each other and result in an image consistent with the organisation’s defining ethos and character.

By effectively managing its corporate identity an organisation can build understanding and commitment among its diverse shareholders. This can be manifested in an ability to attract and retain customers, achieve strategic alliances, gain the support of financial markets and generate a sense of direction and purpose.

Corporate Identity is a strategic issue.

Corporate identity differs from traditional brand marketing since it is concerned with all of an organisation’s stakeholders and the multi-faceted way in which an organisation communicates.”

APPENDIX 2.4

The lack of mandatory information on issues of Corporate Identity

Concern is expressed from authorities and media as the following extract from Jake Molloy; General Secretary of the OILC union in “*Corporate killing anomaly remains*” discussing the corporate killing law, published in BBC news on 25th July 2006, indicates.

“Where the legislation could have the greatest impact is in the sensitive area of reputation management. Criminalisation could in an afternoon destroy a reputation for excellence nurtured over decades.....We could then see a situation where doing business with a firm that has a criminal conviction for unlawful killing would be out of the question until such times as rehabilitation is satisfactorily completed. The potential for loss of business on this scale may frighten the board more than the prospect of a peppercorn fine such as the £900,000 paid by Shell last year for the deaths of two workers on the Brent Bravo platform.

The new manslaughter offence would apply to corporations, including public bodies, and introduce unlimited fines if it were found that a death followed a serious failing by senior managers in the organisation of the corporation.

APPENDIX 3.1

Interview with Mr Wally Olins

Wally Olins is the co-founder of Wolff Olins, the world's leading consultancy in Corporate Identity with a large practical experience in Corporate Identity matters and an interest in the theoretical development of the field. Visiting Professor at Lancaster University, Copenhagen Business School and the author of a number of books on Corporate Identity. The following extract is from a discussion on Corporate Identity change and control.

OM: How can you find out the exact, or which specific changed parts of Corporate Identity have caused this shift in perceptions?

WO: More often lots of things have changed. If you look at Marks and Spencer, for example, perceptions of Marks and Spencer, have gone up recently. Have changed for the better recently. Why? Not because its corporate identity has changed but because the product quality has improved and they are now delivering what people want. The people that redesigned the identity they redesigned the brand claim. Ever since we change the brand, people like Marks and Spencer better. On the other hand do you know Q8 petroleum?

OM: In this case, there were a number of things that changed, i.e. the interiors fascias, bags, colours, created new product lines, its own brand lines, accepted card payments, introduced advertising and sales. So it is really difficult to pinpoint which change was necessary for the shift in public's perception

WO: Right, well we worked on Q8 Petroleum like 15,20 years ago. It belonged to Gulf Petroleum, so what changed? The people were the same, the product was the same, the price was the same, the only thing that changed was the design and training. We created a new name, we train the people, we gave them more hope that the new organisation and perceptions changed.

Branches looked a lot better, and the sales went up first year 23-24% more or less in every country. That was the only occasion in the whole of my life, in the whole of my business life that I can honestly tell you, that a change of brand had that impact.

APPENDIX 3.2

The Case study of Apple

The outcomes of design were evidently central in the development and success of the computer, and operating system manufacturer Apple. According to Siegel (1993), all its coordinated designed outcomes such as its logo, writing style, graphics, product design and advertising, contributed to its financial success, and also communicated consistently new ways of thinking in the use of its products; the convenience of its users; its difference from its competitors; which resulted in high revenues. (This contrasts with the later stages of Olivetti). The launch of 'iMac' succeeded to double share price of Apple in less than a year, and its economic growth continued with the design and launch of a series of innovative and stylish products such as, the 'iBook', 'iPod', followed by the 'flat screen' (Crainer and Dearlove, 2003). All these manufactured products were result of a long and costly research process, so R&D as well as design, contributed to this appeal in the market, that according to BBC news (14 July 2005), brought £262 m profit for the company in the second quarter of 2005. These products were incorporated with Apple's Corporate Identity Programme initiative, and contributed in the organisation's appeal to the public which in the view of Stones (2004), was considerable smaller. Stones (2004:26) reports that "until the late nineties only a few consumers had the experience of the Apple brand". According to Robin Rush, (23 Jan 2006), editor of the Brandchannel.com (operating by Interbrand), the results of Interbrand's 2005 Reader's choice awards for brands has ranked Apple in the second place. The appeal of the product and company in the public was officially acknowledged by the Queen of England, resulting in the award of the prestigious commendation of CBE to Apple's Chief Designer Jonathan Ive. (*Honour goes to Apple gadget Guru*, BBC news 31 Dec 2005).

APPENDIX 3.3

Influences of Corporate Identity to - Organisations

Having a strong Corporate Identity in literature is associated with the possession of favourable reputation (International journal of retail and distribution management, 1999); Vergin and Qoronfleh, 1998; Pruzan, 2001; Argenti and Druckenmiller, 2002). The effect of good reputation is demonstrated by the examples of Hewlett Packard, and Intel as portrayed by Crainer and Dearlove (2003). Both organisations are known for their favourable reputation in manufacturing and delivering quality products. This reputation has lead to them being recognised by the public as amongst the first choices of people for their products and services. This preference has influenced positively the maintenance and further improvement of their turnover and profits of both organisations.

Literature also indicates that a strong Corporate Identity can be used by an organisation as a defence in a hostile acquisition, contributing towards the achievement of equal mergers rather than takeovers, where the name of the smallest and less reputable organisation is usually abandoned and therefore forgotten by the public. On the contrary, in an equal merger, the holding company will seek to retain the name and the practices of the other company acknowledging that this will reinforce its combined reputation. Hewlett Packard has kept its name during its merger with Compaq in 2001, and the thinking behind that was that the consumer will benefit from better products which will combine the qualities and strengths of both companies. The same is recorded to have happened in the acquisition of Audi by VW. Strong Corporate Identity, assists organisations to be acquired in profitable deals, as demonstrated by the two case studies of acquisition of Orange and One 2 One; mobile service providers, by Mannesmann and Deutsche Telekom, respectively. Kumar and Blomqvist,(2004:21) report that although the two organisations were “virtually identical”, Orange was sold at twice the value per customer than One 2 One. This was because of the appeal and strength of Orange Corporate Identity that had created higher customer value due to the efficient operations of its customer services and quality of its network performance. Orange has retained its corporate (brand) name, whilst One 2 One has been re-branded as T-mobile. The strength of the Corporate Identity of Orange was once more tested in its second acquisition from France Telecom in 2000, where the acquirer organisation changed its name to Orange.

Literature indicates that a strong Corporate Identity will also act as a defence mechanism for the organisation, towards unfavourable criticism or mistakes, assisting in the recovery of its reputation. The chances of a big and successful organisation to absorb the costs of its mistaken operations are greater when compared to vulnerable and unfavourable organisations. Examples of that are Coca-Cola with the launch of the New Coke, (Romano, 1996), Nike for the allegation of exploitation of employment of less developed countries, (Kitchen and Schultz, 2003), the Tylenol, (Ind,2001; Simola,2005), Sun delight, (Darby,1999) and Nestle’ incidents. (Kitchen and Schultz, 2003), all of which have spent considerable amounts of money to fire fight the problems created for their Corporate Identity and reputation.

A strong Corporate Identity is also linked in literature with its ability to influence the public relations of an organisation and to assist in attracting the attention of other successful organisations as clients and as a result to expand its business or strengthen its reputation even more. This is recorded to have happened with Intel, which attracted IBM to produce the processors for its first personal computers (Crainer and Dearlove, 2003). This successful Intel partnership has attracted the additional business of well known corporate clients such as Toshiba, Hewlett Packard etc. It is also recorded that Microsoft has achieved the same thing

through its collaboration with IBM. Intel and Microsoft as a result of doing business with IBM have created, and strengthened their Corporate Identity further and achieved something difficult for the time, to brand something that was not visible to the public; the microprocessors and an intangible product; an operating system.

An organisation with strong Corporate Identity/reputation also has the power to attract high quality recruitment of people (Gray and Smeltzer, 1985; Lieverse and De Nijs, 1990; Pruzan, 2001; Marketing Management 2002). In the view of this researcher, this is especially important if someone considers the concern raised by Pounsford (2000), that organisations currently struggle to employee talented people and this difficulty is likely to continue and grow even further. Once personnel are recruited, then an effective Corporate Identity should nurture, the required skills to its staff, and motivate them, in such ways that would be beneficial for the organisation as well as its existing Corporate Identity. The emotional aspect of employment has been linked by Thomson, (1999) with additional after effects. In his view, the emotional capital (passion), an organisation has created via its employees, will drive their intellectual capital (knowledge), delivering business capital (profit). This view, has a bearing in the field of Corporate Identity because arguably organisations eventually will benefit from the skills of high-qualified personnel and potentially will improve their processes, products and services, all of which according to Berry and Lampo (2004), are responsible for delivering, maintaining and strengthening their existing brands (or Corporate Identity).

The preference, which people, employees, and other organisations show to organisations with desirable and strong Corporate Identities eventually result in the differentiation of these organisations from their competitors (Ballantyne et al., 2006). This differentiation and its subsequent preference over its competitors can be further translated into increased revenues. The favour that people express in organisations with a strong Corporate Identity, is recorded in literature to trigger a series of after effects for the well being and development of an organisation. For example, if an organisation is considered to have a favourable Corporate Identity, this attribute can improve its ability to position itself in a new market. IBM is a good example of a company that saw its strong Corporate Identity weaken due to its failure to keep up with its innovative practices. IBM embarked on a new Corporate Identity Programme, to keep up with the expectations of people and announced that it going to enter the personal computer market. This decision was accompanied by a complete redesign of its symbol, corporate colours and design style. This manufactured view of the organisation also included combinations of additional activities such as enhancing its audience's perception with new images of a company that is updated, modern, and has the potential to be a market leader at the cutting edge of technology. This view of the company was incorporated in the design of its products, operations, graphic representation etc. The successful combination of

these activities allowed the organisation to enter and compete more aggressively in a new market and launch its first personal computers (products) easier. The company was since known as the big Blue, and is recorded to be an exemplar of successful Corporate Identities, and Corporate Identity Programs (Lieverse And De Nijs, 1990:106, Myerson 1995, Crainer and Dearlove, 2003). So a strong Corporate Identity will assist an organisation to compete in the market especially when its products are not that different from its competitors. The same is recorded to have happened when **Ford** faced difficulties competing with its Japanese competitors. Ford in 1983 launched a Corporate Identity Programme which did not introduce new graphic representation but included new operational procedures, improved internal communications, introduction of a new culture, philosophy and behaviour, expression of a new mission and vision for the company and new training programmes for its personnel (Slater 1995). The case study of Ford demonstrates that Corporate Identity has many facets, and components which need to be identified and tuned in ways that they all contribute, and communicate the same continuum of Corporate Identity. Both companies are currently acknowledged for their strong Corporate Identities. In 2001 IBM was the third most valuable brand worth \$53.19 billion, and Ford being eighth with a brand value of \$ 33.55 billion (Crainer and Dearlove, 2003;xxvii).

Influence of Corporate Identity on - Employees

Organisations in their operations evidently employ people to design, implement and deliver products and services. Published literature indicates that these internal people benefit from the operations of organisations with successful Corporate Identities, on psychological as well as monetary grounds. Strong Corporate Identity is seen to contribute positively to employee satisfaction (Napole, 1988), increased morale, and their employment to be considered as a personal achievement. All these are recorded in literature to have positive effects on the organisation for example, Napoles (1988:34 *italics added*) suggests that “productivity levels are likely to increase with the increased morale [*of its employees*]”. The same is most likely to happen in the effectiveness of the services provided. Napoles also suggests that an organisation with strong Corporate Identity will achieve higher commitment and identification of it’s employees who will be more likely to become goodwill ambassadors for the company to the outside world. In the view of this researcher these internal people evidently will benefit from the successful and continuous operations of the organisation who in return might well receive further benefits such as confidence, continuous employment, job security and company benefits.

An additional, effect that strong Corporate Identity has on employees is that it assists in their decision making regarding the selection of potential employers. The ethical aspects of

Corporate Identity influencing their decision was argued by Pruzan (2001) and according to Marketing Management (2002) Journal, this was confirmed via the results of a telephone poll.

Influence of Corporate Identity to - External Employees-Subcontractors

In much the same way like internal employees, external employees and subcontractors aim in doing business with successful and reliable organisations. Such partnerships are often communicated to people, and it is recorded that they also influences public decision-making. An example of that was Intel with its advertising campaign; “Intel inside”, the organisation created a known and favourable Corporate Identity for its products to its immediate clients, i.e. purchasing departments of other organisations and also to its clientele customers; i.e. the general public (Crainer and Dearlove, 2003). Well-known companies such as Amstrad, Compaq, Del, Hewlett Packard, IBM, Toshiba, were proud to display and reinforce the idea that they use Intel technology. Arguably there are also numerous external consultancies equipped with different expertise and skills ready to assist and consult other organisations to improve their Corporate Identities to such an extent that Corporate Identity guidance has become an industry of its own, with considerable amounts of earned fees being published each year by such external consultancies (Design week: “*Top 100 design groups*”, 1998-2006). Thereafter there are extensive agencies assisting the organisations to materialise consultant’s plans and suggestions, all of which ensure their operations and provide employment to people with relevant skills.

Influence of Corporate Identity to - Various Stakeholders

The influence of Corporate Identity to the various stakeholders of an organisation is an area that Corporate Identity literature does not cover in any detail. In the view of this researcher stakeholders of an organisation with successful Corporate Identity evidently will enjoy many financial benefits and confidence that their investments will grow, and that the organisation will continue its good practices. The benefit that stakeholders receive from a strong Corporate Identity is argued from a communications perspective by Olson, (2001). Corporate Identity is seen as capable of providing the reassurance to stakeholders that if something goes wrong it will be dealt appropriately and that the open door policy is central in the organisation’s communication with its stakeholders, keeping them informed, on expenditure and the return of such investments. This insurance however can be easily disturbed and bridged if the components of Corporate Identity do not perform as expected. The case of Martha Stuart is an example where a malfunction of the owner and symbol of the brand resulted in the loss of trust for its stakeholders. Stuart had for fifteen years built a successful business around her sense of style, ideas, and conservative domestic perfection until her conviction on “four counts of obstructing justice and lying to investigators about a well-timed stock sale” and “using her own statements that she was innocent as a ploy to mislead

investors in her company” (CNN, March 2004). According to professor of economics and management of Aarhus university in Denmark; Dukes, (2004:5), “Investors believed that the brand was corrupted and that patrons of her media products, and consequently advertisers, would lose interest”. This loss of interest was reflected by the 23% drop of the Martha Stuart Omnimedia on the day of Stuart’s conviction. Since the court’s decision, the company continued its fall; according to CNN news, 6 January 2006; “shares in the company have tumbled nearly 40 percent in the last year”.

APPENDIX 3.4

Topics discussed by the debating Group in the House of Commons during the years 2002-2006

In the year 2002,

21 st January	Marketing adds more value to shareholders than to consumers.
25 th March	Global Brands at the mercy of consumers?
20 th May	Does my right to know matter more than your right to privacy?
8 th July	Political advertising is a barrier to the democratic process.

In the year 2004,

26 th January	Marketers focus too much on the customer at the expense of the rest of the business.
5 th July	Sales Promotion adds more value than advertising.
25 th October	Consultation overload is the new red tape.

In the year 2006,

30 th October	In the online age, consumers are the new brand managers.
10 th July	Advertising is bad for your diet.
23 rd January	Marketers have the prime responsibility for protecting consumer rights

APPENDIX 3.5

Number of articles related to Corporate Identity published in UK newspapers.

If the topicality of Corporate Identity is indicated by features in newspapers then some frequency of these events should be reported in this thesis. A search of articles including the selected keywords, Corporate Identity – Image – Brand – Reputation, published between September 1994 – September 2004, was carried out. The database Lexis Nexis, which provides access to premium business news drawn from over 2600 global resources on UK newspaper articles, revealed the following data. The research was limited to UK Newspapers.

Searched keyword	No of articles, featuring keyword in their headlines	No of articles featuring keyword as a major mention in the article
Corporate Identity	32	678
Corporate Image	49	379
Corporate Brand	2	59
Corporate Reputation	8	70

Fig 3.5 Exh1: Results extracted from <http://web.lexis-nexis.com/professional/?ut=1170775038484> accessed on September 2004

The same search was carried for the period between Sept 2004-Sept 2006, indicating the following results.

Searched keyword	No of articles, featuring keyword in their headlines	No of articles featuring keyword as a major mention in the article
Corporate Identity	4	122
Corporate Image	1	61
Corporate Brand	0	16
Corporate Reputation	2	24
Brand	More than 1000	More than 1000

Fig 3.5 Exh2 Results extracted from, <http://web.lexis-nexis.com/professional/?ut=1170775038484> accessed on the 28/11/2006

The results on the first Fig reflect interest and topicality in the space of 10 years, whilst the results of the second figure are indicative of a period of 2 years. Whilst the number of articles is more or less the same a notable change is in the context of the found articles. The latter search links the term Corporate Identity with issues of Corporate Identity theft, rather than the ways in which organisations present themselves to the public. This however, was to be expected since as presented before the academic interest on the subject in the latter years is concentrated on Brand rather than Corporate Identity. (This will be discussed in later discourses examining issues of terminology). The terminology used by the press without doubt follows the terminology used by professionals. However, the topicality of the subject is perhaps more evident if the search is narrowed to particular newspapers. The following Figure indicates the number of articles written on brand issues in 4 UK leading Newspapers between Sept 2004-Sept 2006.

Searched keyword	No of articles, featuring keyword "brand" in their headlines	No of articles featuring keyword "brand" as a major mention in the article
Guardian	211	More than 1000
Times	138	More than 1000
Sunday Times	44	More than 1000
Observer	65	537

Fig 3.5 Exh3 Results extracted from <http://web.lexis-nexis.com/professional/?ut=1170775038484> accessed 27/11/2006

APPENDIX 3.6

Corporate Identity and Identification.

Alongside the importance of Corporate Identity to assist recognition, (with all the benefits it brings for people), a further contributing factor to its importance is that of audience

identification (Napoles 1988). Audience identification helps the sense of collective human belonging to become more vivid.

Myerson (1995) states that there is an emotional characteristic of Corporate Identity which is important to human belonging enabling the formation of bonds within the company (Topalian, 1984). This is recorded in literature to contribute positively to the operations of an organisation. Albert (2000), believes that currently Corporate Identity and identification are becoming more important issues because of the trend in the growth of short time careers, (Arthur & Rousseau, 1996), and in the increasing norm of short-term employment contracts. Therefore, employees need something from which to form quickly a clear cognitive understanding of their organisation's corporate character (Identity). Published views increasingly suggest that internal employees will be motivated to perform in their tasks better, if they take pride in and identify with their organisation. Failure of organisations to achieve appropriate employee bonding could result according to Melewar and Wooldridge (2001) in employee behaviours that are not consistent with the organisation. This approach to the importance of Corporate Identity is evidently complex and does not appear to develop in much detail in published material directly concerning Corporate Identity operations. However, scholars in Business Studies, such as Berry and Lampo (2004), propose that strong brands should orchestrate the messages that sent out and this can be done if the actions and behaviours of employees are consistent, therefore if organisations want to achieve strong brands should look to unite, bond and train appropriately their employees.

APPENDIX 3.7

The informative nature of Corporate Identity

The importance of Corporate Identity is linked in published literature with its ability to create favourable Corporate Image, which in turn is considered to influence the creation of favourable Corporate Reputation to people (Warner 1989). According to Bromley (2001:318), "Distinctive corporate identities and reputations are particularly important in areas where consumers cannot easily evaluate a product or a service, for example insurance cover and educational qualifications." So an additional reason for the importance of Corporate Identity is its ability to influence purchasing decision making. According to Peklo (1994) this is due to the fact that strong Corporate Identity inspires the feelings of confidence and safety in decision making.

The outcomes of favourable image and reputation, are published as customer awareness (Olins 1989), means for reliable evaluation by customers (Bromley 2001), consistent standards of quality which encourage customer loyalty (Olins 1989), limitation of negative publicity, (Dowling, 1993), which otherwise decrease customer loyalty, all aspects that

contribute to Corporate Identity are considered important. The importance of Corporate Identity is also linked with its influence in the favourable differentiation of a company and its products or services from those offered by its competitors. This is illustrated in the following Ollins (1989:9) statement.

“We are entering an epoch in which only those corporations making highly competitive products will survive. This means, in the longer term, that products from the major competing companies around the world will become increasingly similar. Inevitably, this means that the whole of the company’s personality, its identity, will become the most significant factor in making a choice between one company and its products and another.”

Similar views are also supported by a study carried out by McKinsey & Company, which indicated that consumers preferred to pay US\$400 more for an IBM pc, rather than a similar Dell or Compaq PC, despite the fact that they all share the same operating systems and electronics (Peklo, 1994). An additional reason for Corporate Identity to be considered important is that a future point by which organisation will differentiate from its competitors is its ethical and ecological aspirations, all of which according to Melewar and Wooldridge (2001) are controlled by Corporate Identity.

APPENDIX 4.1

Corporate Identity related terminology as portrayed in non design Corporate Identity literature.

A few publications, usually written from a business perspective, were found to use terminology adopted from the psychology like:- actual, realistic, ideal, desired, conceived, perceived - identity (Balmer and Soenen 1999; Balmer 2001; Brandt 2003). Balmer (2008) presents the types of identity as presented in Marketing literature which evidently becomes complicated for practical use.

Various practitioners and consultants believe that Corporate Identity concept has much in common with personal and individual identity, and they tend to assign human characteristics to the concept, using terms like:- heart, soul, self, integrity, reputation, and personality (Lee, 1983; Selame, 1997; Leonhardt and Faust, 2001). Although this terminology is used to describe what Corporate Identity is, the meaning and relationship between these ideas is inadequately explained by the authors. The importance of creating a personality for an organisation, which needs to be communicated to its audiences, was proposed by Martineou (1958) and Kennedy (1977) and was at first associated with Corporate Image. Dowling (1993) reports that creation of personalities for products was broadly used in the practise of advertising, a discipline that in literature is also linked with Corporate Identity and Image. However the details of the association between Corporate Identity and personality is not portrait in Corporate Identity literature.

As presented before the term Corporate Identity in late 1990's was substituted by the term brand which according to (Jones, 2001) had a more 'commercial' tone into it. Most current literature distinguishes between product brand, service brand and corporate brand (see Balmer 2001:281 for distinction between corporate brand and product brand). In the same way literature presents evidence that the terms Corporate Identity and Brand Identity (Balmer and Greyser, 2002) are different, (Cheston 2001), and the reason why the term was adopted and introduced in practise and published literature are also presented (Keely, 2001; Olins 2003).

A further group of publications flow from various professional practice disciplines and academics. They introduce more associated terminology, such as:- strategy, strategic management, (Prof Ritson in Dowdy 2003), market orientation (Levitt, 1960; Rothwell, Gardiner and Scott, 1983), value, creative strategy, strategic creativity, corporate strategy and planning (Melewar, 2001), effectiveness, brand loyalty, brand equity, (Almquist et al, 1998; Leonhardt and Faust, 2001; Abratt and Bick, 2007), brand guardianship (Dowdy, 2003), brand relevance, (Keely, 2001) branding, stakeholder relevance (Illia and Lurati, 2006). The association of Corporate Identity with these concepts at least indicates a shift of thinking

towards a more formal discipline approach to that used earlier (Design Council, 2002; Benady, 2005).

A term related to Corporate Identity, found occasionally in academic writing, from a strategic business point of view, is organisational identity (e.g. Albert and Whetten 1985; Dutton and Dukerich 1991; Hatch and Schultz 1997; Olson 1998; Whetten and Godfrey, 1998; Christensen and Askegaard, 2001; Illia and Lurati, 2006). Albert and Whetten (1985: 273) state in their original definition of 'organizational identity', that organisations define what is core, distinctive and enduring in their identity according to the degree of identity discrepancy perceived over time in relationships established with external audiences. However, as previously presented, the definition of Dutton and Dukerich, (1991: 547, see 2.4.2.0) associates organisational identity with what makes the organisation distinctive in relation to its competitors, through the eyes of its internal audiences. So some authors connect the term with the perception of external audiences for example Christensen and Askegaard (2001) while others connect it with the perceptions of internal audiences. The term organisational image also features in this literature in much the same way as Corporate Image (Hatch and Shultz 1997). Published sources also include the views of consultants who differentiate between the three constructs of Corporate Identity – Organizational Identity and Brand Identity depending to the type of audience that these constructs aim at. According to Keely (2001:15), President of Doblin Group- an innovation strategy firm, Corporate Identity addresses the needs of investors, organizational identity of employees, while brand identity looks after the existing or potential customers. Clearly the term Organisational Identity in much the same way as Corporate Identity, is understood and used by authors in different ways.

Balmer (2001), with interests in business management, introduced the term business identity as an umbrella term encompassing the three related and underpinning types of identity; corporate identity, organisational identity and visual identity. The newly introduced term of business identity was not defined by Balmer, (2001:259) but provided an introductory explanation of its components which were:- The soul, the mind and the voice of the business. In relation to associated terminology, Balmer also presented a collective table to summarise some definitive explanations of related terms and the questions these related concepts aim to address (See Balmer, 2001:253-255) which is extended in Balmer (2008). The terminology presented by Balmer as related to the concept of business identity includes the following terms: corporate brand, corporate communication, corporate identity, organisational identity, visual identity, corporate image, corporate personality, and corporate reputation. However, all these terms were seen so far to be also related to the concept of Corporate Identity. This

indicates some of the difficulties that as mentioned in the previous discourse characterise the Field and the literature of Corporate Identity.

At this point an outline of the most evident specialised terminology linked with the concept of Corporate Identity has been presented to the reader. Further material is to be found in the Literature Classification Table. At this stage of the discourse, the terminology describing the theories that few authors have employed to understand Corporate Identity, should also be included. Corporate Identity was interpreted via various theories such as the looking glass theory, communication theory, and stakeholder theory, all of which add in the rich context of Corporate Identity related terminology.

APPENDIX 4.2

Discussions on the areas of contradiction within the explanations of Corporate Identity and Corporate Image.

The synonymity or otherwise of the terms

Developing from the Collins dictionary (1999), in which the two terms Corporate Identity and Corporate Image, are described as if they were one with no indication of differentiation between the two, it seems that this view is not generally accepted by all authors.

One of the earliest descriptions of Corporate Identity and Corporate Image were given by Margulies²⁵² (1977: 66)

“In the somewhat specialised language of the field, identity means the sum of all the ways a company chooses to identify its self to all its publics- the community, customers, employees, the press, present and potential stockholders, security analysts, and investment bankers.

Image, on the other hand, is the perception of the company by these publics”.

So interpreting Margulies explanation, Corporate Identity is everything an organisation does in order to be successfully identified²⁵³ by its various audiences, that is to be recognised²⁵⁴ effectively. So Corporate Identity for Margulies is everything an organisation does in order to be successfully recognised by its various audiences.

At some stage in this process of recognition the audience naturally will form various opinions, and perceptions about the organisation. It is understood by this researcher that these perceptions collectively form what Margulies called Corporate Image. Interpreting Margulies statements, in this way the relationship between the two terms begins to appear. It should be

²⁵² Margulies as stated previously is considered responsible for introducing the term Corporate Identity in literature and practise.

²⁵³ Identify: To identify someone or something is to recognise them or name them. Collins new School Dictionary (2003:423). Harper Collins Publishers – Glasgow. 2nd edition.

²⁵⁴ In this researcher’s understanding when an organisation is identified this results in audience recognition of the company meaning that they are able to differentiate it from other similar companies.

noted that this interpretation of Margulies's definitive explanations is understood in the context of his publication and isolated²⁵⁵ from his consultancy work which was graphic design and advertising oriented.

Regardless of the issue of how these statements may be interpreted clearly two different explanations are proposed for the two concepts indicating that they are different and suggesting that they are related, implying that Corporate Identity is an holistic process which controls Corporate Image.

The view that the two concepts are different was also supported by Topalian²⁵⁶ (1984) who argued that:-

“An organisation's corporate identity articulates what the organisation is, what it stands for, and what it does...[and]... will include details of size²⁵⁷; products manufactured and/or services offered; markets and industries served; organisational structure; geographical spread; and so on”.

This view supports the idea that Corporate Identity makes known, or communicates to audiences various facts and information about the organisation such as the structure of the company, the relationship with its subsidiaries, it's naming, whether it is national or international organisation and the content of its communication.

This explanation of the concept is suggested to be different from Margulies (1977) explanation. However, in this researcher's understanding, Topalian seems to provide an itemised description of some of the activities which in this researcher's view, are included in the “Sum of all the ways a company chooses to identify itself” and certainly communicated material can assist and contribute to the recognition of the organisation. However, an important detail missing from Corporate Identity literature is that different activities contribute towards different levels of recognition²⁵⁸. Therefore, this researcher believes that Topalian's (1984) definition elaborates on one operational component²⁵⁹ of Corporate Identity rather than introducing ambiguity.

However, these two quotes demonstrate that the term of Corporate Identity is not used clearly or consistently in literature, since authors very rarely explain and elaborate on their definitive statements, so judgement of whether they are contradictory or complementary is very much left in the interpretation of the reader.

²⁵⁵ Balmer and Greyser (2003), interpret Margulies (1977) definitive explanation of Corporate Identity as Graphic Design.

²⁵⁶ An authoritative expert in design management issues

²⁵⁷ The details of size according to Topalian (1984), include sums of turnover, profits, assets, number of employees, range of plans, offices, retail outlets, etc.

²⁵⁸ For example this researcher was able to recognise Vauxhall Cars, Walkers crisps, Wall's ice-cream, Daz and cif detergents, despite the fact that in her country of origin their respective brand names were: Opel Cars, Wall's crisps, Algida ice cream, Tide and zif detergents. Familiarity with these products and knowledge of their shape, characteristics, packaging, style of advertising, holding company etc, all contributed in their effective recognition.

²⁵⁹ That of Corporate Communication

As far as the use of the term Corporate Image is concerned Topalian (1984) adopts Worchester's (1970) definition of Corporate Image who defines it in terms of an accumulation of impressions in its customers.

“Thus the corporate image of an organisation is the profile – or sum of impressions and expectations of that organisation built up in the minds of individuals who comprise its publics”.

It is noted here that the term Corporate Image is explained and understood in the same way by both²⁶⁰ authors, but Corporate Identity in its explanation emphasises different aspects of the concept. Topalian (1984) in his attempt to provide a precise definitive explanation of Corporate Identity finds necessary to introduce a third term, that clearly breaks away from the idea that Corporate Identity is related to graphic design manifestations. This term being Visual Identity, which is explained as:-

“The visual treatment and quality of an organisation's outputs make up its visual identity”

The introduction (addition) of the term Visual Identity clearly illustrates the attempt of Topalian (1984) to be more explicit in his definition of Corporate Identity. E.g. Corporate Identity is not Corporate Image or Visual Identity nor it should be understood as Margulies's definition. This suggests that Corporate Identity is something greater than the designed visual outputs and it is related to Corporate Image thus an additional feature of Corporate Identity is inferred. However, in this researcher's opinion regardless of how explicit Topalian wishes to be, Visual Identity may well be something that also belongs to the ‘Sum of the ways that identifies the organisation’ – expressed by Margulies. So Margulies's definitive explanation was considered by this researcher to be more holistic in nature than Topalian's. So it would be wiser to suggest that Visual Identity is a part of Corporate Identity, as defined by Margulies and interpreted by this researcher. The definitions of Corporate Identity, Image as presented in BS7000-10, also indicate that the two terms are different (Appendix 4.3). However, in this British Standard the term Visual Identification System is introduced which clearly states that Visual Identity is the visual manifestation of Corporate Identity. There are indications that authors adopted this view since the term Visual Identity was later used in literature to describe the visible components of Corporate Identity i.e. (Melewar, 2001). The introduction of the term Visual Identity added in the ambiguity of the field since the same²⁶¹ explanation was used by various authors to describe Corporate Identity.

²⁶⁰ Margulies (1977) and Topalian (1984)

²⁶¹ Such references can be found throughout Chapters 2 to 5

Bernstein (1995), viewing the concept from an advertising angle, also describes the terms Corporate Identity and Corporate Image differently and differentiates²⁶² by defining Corporate Identity as the corporate thinking made manifest, and Corporate Image as the result of Corporate Identity, which is the way in which different audiences perceive the company's Corporate Identity. If Bernstein's explanation is compared to the interpretation of Margulies definition, then arguably, in the view of this researcher, 'corporate thinking' meaning the strategy of the organisation, the nature of its decisions, the messages it wishes to convey to people, e.t.c could all well be few of the ways that an organisation chooses to identify itself and recognised by people. In this line of argument, Margulies definition includes that of Bernstein. This researcher understands that when Margulies (1977) introduced the term Corporate Identity by not being explicit on the activities included in the "sum of the ways...." allowed later authors to negatively²⁶³ criticise his contribution and to introduce additional descriptive explanations of the concept all of which seem to somewhat drift away thinking from the holistic understanding of Corporate Identity.

From the material extracted from the literature and its discussion so far it can be observed:

- Definitive explanations via interpretation can be found to be complementary to each other by focusing on aspects of the concept, rather than being exclusive and explicit.
- Margulies's (1977) definition of Corporate Identity was understood to be more holistic and capable of embracing the definitions of both Topalian (1984) and Bernstein (1995) that followed
- The absence of unanimously clarified boundaries in the explanation of Corporate Identity, Corporate Image and Visual Identity hinders the holistic understanding of Corporate Identity

The discussion continues by looking at examples where authors clearly suggest that Corporate Identity is the same as Corporate Image.

Contrary to the views of Margulies (1977), Topalian (1984), and Bernstein (1995), a review of published literature showed that there are authors who regard the terms Corporate Identity and Corporate Image as synonymous.

For example Keen and Warner²⁶⁴ (1989) viewing the concept from public relations point of view clearly state that Corporate Identity equals Corporate Image. The same year Henrion (1989) in his design oriented publication indicated no intention to differentiate between the

²⁶² A differentiation which authors writing from business and Marketing perspective reinvent and rename later as wished and perceived identity (Appendix 4.3, Balmer, 2008)

²⁶³ The sum of the ways was interpreted by later authors and was confined to graphics

²⁶⁴ Keen and Warner (1989: 13), extending their understanding, argue that there is a need to distinguish between the terms Visual Identity, Corporate Identity and Corporate Personality. The meaning of those three terms may be grammatically summarised as follows: "visual identity = physical presentation; corporate identity = image; and corporate personality = reality".

terms. According to Henrion (1989), Corporate Identity or Corporate Image consists of the visual communication of an organisation's, logotype, typographic style, sign systems, environmental design and non visual expressions such as behaviours in social business and political matters, i.e. staff behaviour, writing style, supplier treatment. This explanation of Corporate Identity and Corporate Image includes Topalian's (1984) and Keen's and Warner's (1989), explanation of Visual Identity, implying that there is a need to differentiate between Corporate Identity and Image and that Corporate Identity includes Visual Identity.

In particular,

Corporate Identity related literature presents evidence that various authors in their attempt to understand, explain and write about Corporate Identity have introduced new terms, to assist them in their efforts to illustrate that Corporate Identity includes much more than graphics. Some of these terms were presented in 2.4.2, and some additional terms introduced by authors with the intention of achieving greater precision are presented in this discourse.

Henrion (1990), contrary to his 1989 views, presented the alternative working definitions that his design consulting firm devised in order to communicate more precisely²⁶⁵ with their clients. The term Corporate Design was introduced to clarify issues and to differentiate it from the meaning of Corporate Identity. (This might be because the terms Corporate and Visual Identity were found to sound very similar).

Some²⁶⁶ of these newly introduced definitive explanations quoted by Henrion (1990) were as follows:

“Corporate Design (CD) consists solely of the visual communication of an organisation – from logotype and typographic style to sign systems and environmental design”.

“Corporate Identity (CI) or corporate image, on the other hand, includes both visual manifestations and non – visual expressions – ways of behaviour in relation to social, business and political matters, which can be shown, for example, in the behaviour of staff, in style of writing in publications or in the way in which suppliers are treated”.

So “Corporate Design” replaces “Visual Identity” whilst Corporate Identity equals Corporate Image. However, Corporate Identity includes visual and non visual manifestations of the organisation. Arguably, non-visual manifestations such as behaviour clearly also assist in the recognition of an organisation from its competitors. However, this information might be irrelevant if somebody is looking to find where the closest Nat West branch is. So this researcher's belief that Margulies explanation was more holistic in nature is strengthened and it seems that the explanative descriptions that followed separately itemised some of the activities of organisations which contributed to its recognition by its publics. Therefore they

²⁶⁵ Henrion acknowledged the fact that there is evident confusion in the way relevant terminology in the subject of Corporate Identity is used, in the domain of design, which hinders communication in the practice of his design consultancy: Henrion Ludlow and Shmidt

²⁶⁶ Reference to Henrion's complete working definitions will be made in different section

are rather complementary in nature rather than contradictory. This problem may have been prevented if authors had stated in the context and focus of their practical and academic work that such explanative definitions serve the purposes of their working definitions.

In relation to the diagnostic question regarding the use of terminology in the field of Corporate Identity the quotes selected from authors who are regarded as influential into their particular domains and represent some of the disciplines that are involved in Corporate Identity Operations indicate that:

- The synonymity or otherwise of the two terms Corporate Identity and Image indicate ambiguity in their use and their understanding
- The concept of Corporate Identity seem liable to have more than one working definitions and associated terms
- These working definitions serve the purpose of their creation and they are precise only as far as their intention.
- The rather specialised treatment of the term Corporate Identity was considered responsible for introducing fragmentation in Corporate Identity published literature.

However, in this researcher's view the reader of Corporate Identity literature, has to read many publications from different disciplines, in order to realise that the terminology used is wide, and terms are mostly introduced in isolation of existing or previous knowledge, thus creating opportunities for ambiguity.

At this point an additional question is generated; whether the concepts Corporate Identity and Corporate Image are indeed different, or perhaps are so closely related that it is difficult to separate one concept from the other.

Perhaps this elusive relationship is the reason why the terms Corporate Identity and Corporate Image are used interchangeably in literature (Abratt,1989; Yong-Kang,2002; Topalian,2003; Balmer,2008). Some examples of the identified interchangeable use are presented in Appendix 4.3.

APPENDIX 4.3

The interchangeable use of the terms Corporate Identity and Corporate Image

Abratt (1989), in his article "*A new approach to the corporate image management process*" acknowledged that there is a problem with the use of corporate terminology. To demonstrate this observation he quoted several identity and image definitions to show the confusion in the use of these terms by the manner in which they are used imprecisely and interchangeably.

Although Abratt quoted plenty of examples intended to demonstrate the confused and interchangeable use of the terms, in this researcher's opinion only two definitions by Topalian²⁶⁷ (1984) and Gray and Smeltzer (1985), successfully demonstrate this interchangeable use. These are:-

Topalian (1984) defines Corporate Image as follows.

“Thus the corporate image of an organisation is the profile – or sum of impressions and expectations of that organisation built up in the minds of individuals who comprise its publics”.

Whereas Gray and Smeltzer²⁶⁸ (1985:73) according to Abratt²⁶⁹, define the term Corporate Identity as:

“The impression of the overall corporation held by its various publics”.

It is evident that both authors agree that Corporate Identity and Corporate Image are different concepts, providing separate definitions for the two, yet they appear to use and explain the terms in the same manner. That is, where they each want to describe the same thing one uses Corporate Image and the other uses Corporate Identity, and vice versa. This interchangeable use of terminology is also observable to the work of Keen and Warner (1989) where the term Corporate Identity is used to describe the overall manner by which the organisation is perceived by its publics and Phillips (1995) definition of Corporate Image as what the company's public thinks of it. Keen and Warner (1989) and Phillips (1995) effectively explain in the same way Corporate Identity and Corporate Image.

More recently Yong- Kang (2002:269) of the Iowa State University, stated: “Very often the word ‘image’ is used to mean ‘identity’ or ‘reputation’ or, in the more strict sense, to mean the internal perception of a company held by its employees, a view that it is also confirmed by Topalian, (2003) and Balmer (2008).

All quoted examples of the definitive explanation of the two concepts – Corporate Identity and Corporate Image - demonstrate aspects of their interchangeable use.

The relevant observations to the development of this thesis are extracted and presented here. These additional explanative statements break away from the idea that Corporate Identity is “Some” or the “Sum” of all the activities that contribute in the organisation's recognition from its publics, suggesting that Corporate Identity is the outcome of this recognition, i.e.

²⁶⁷ Although Abratt quotes Topalian's definition cross reference proved that Topalian (1984) adopt Worchester's (1970) definition for corporate image.

²⁶⁸ Larry R Smeltzer at the time of publication was assistant professor at Louisiana State University, currently is a Professor in Supply Chain Management in Arizona State University

²⁶⁹ Gray and Smelzer (1985) give this definition for the concept of Corporate Image, however this researcher believe that Abratt include this definition because the authors in their publication have used interchangeably the terms Corporate Identity and Corporate Image. E.g. page 75 of the original paper

impressions, expectations, perceptions. An explanation that so far has been seen to be linked to the term Corporate Image. Examination of more examples of interchangeable use indicated the shift in the argument to another area of refined contradiction. This contradiction seems to lie on the debate whether Corporate Identity and Corporate Image have any difference in relation to public perception and the nature of this relationship.

Interchangeable use of terminology was also observed in the use of the terms Corporate Identity and Corporate Brand as stated by Sargent (1995). This is recorded to be due to a shift in the way Corporate Identity was managed in mid nineties, by adopting methodologies from branding operations, thus shifting the importance of Corporate Identity from design to marketing sectors. The replacement of the term Corporate Identity by the term brand was briefly presented in 2.4.1. Comparative study of literature between the early and most recent published work of authors also seem to indicate that the term Corporate Identity was simply ‘substituted’ by the term brand. This is observed in the work of practitioners as well as academics operating in the field, such as Wally Olins, a well acknowledged practitioner in the field, and JMT Balmer academic business scholar in the area of Corporate Identity. Both writers in their 2000 publications refer²⁷⁰ to brand and branding, rather than Corporate Identity, whilst the material of the publication includes and extends on their previous work on Corporate Identity. The substitution of the term Corporate Identity by brand contributed to the fragmentation of Corporate Identity literature since important published material associated with the concept is archived under different keywords thus limiting the breadth and extend of its research and holistic understanding.

APPENDIX 4.4

The description of the nature of Corporate Identity - Is it a process or an entity? Is it an additional ambiguity?

The examination of ambiguities in the ways the concept of Corporate Identity is explained in literature also revealed an additional feature of its nature. It was observed that the concept is both described as a process or as an entity. Views of authors supporting both descriptions are presented in this section to indicate this identified contradiction or close similarity.

Zentner (1989), a consultant in Strategic Retail Identity, described²⁷¹ Corporate Identity as the responsibility of management consultancy, involving the participation of many disciplines such as management consultancy, marketing and public relations advisors, behavioural scientists as well as in its final stage designers. This view interpreted by this researcher led to

²⁷⁰ Wally Olins in “*Wally Olins on Brand*” 2003 and Balmer and Greyser in “*Revealing the Corporation*”, 2003).

²⁷¹ The verb described is used because Zentner (1989) did not attempt to fully explain the term

the understanding that Corporate Identity is essentially a process of development, which must not be neglected, as most organisations continually need to develop and update their image. In addition, the process is a necessary part to achieve the wishes of the organisation to be seen in a desired and consistent way by its public (audience). Thus Olins (1989) stated²⁷² that “the totality of the way the organisation presents itself and is seen to be can be called its identity” and “the process usually described as corporate identity consists of the explicit management of some or all of the ways in which the company’s activities are perceived”. However, he also refers to corporate identity programmes, in which he states; “in everything the company does, everything it owns, and everything it produces the company should project a clear idea of what it is and what its aims are”. Corporate Identity and Corporate identity programme is explained in the same way, if these two terms are the same then one of them should be made redundant. He also describes Corporate Identity as the “corporate strategy made visible”. In all of Olins statements, it is clear that Corporate Identity is closely related to a form of process which could be managerial, strategic, design, positioning etc.

Bernstein (1995) believes that Corporate Identity is an exercise process in management, “The corporate thinking made manifest”. While this view does not preclude the involvement of either visual or behavioural elements it introduces Corporate Identity as another related process rather than either a perceptual outcome of various visual images or individuality. Adamson (1997) also sees Corporate Identity as a process of strategic positioning for the company which should be applied in an effective way for the minimum time of two to three years. This process it seems should be ongoing, since in order to achieve a positive impact in the company’s audiences various aspects should be continuously monitored and modified as necessary.

As previously seen in more recent years the term Corporate Identity was subsumed by the term brand. Even so, the general understanding is that ‘brand’ involves the management of various processes, like Corporate Communication, Culture, Behaviour, Design. In current literature, the argument shifts in texts very quickly from discussion of Brand to discussions about Branding. The term branding clearly suggests operation, action, therefore process (See Schmidt and Ludlow 2000, for the holistic branding process)

Contrary to the views of the previous authors, Corporate Identity is also considered and described as an entity. According to Lee (1983) Corporate Identity is the ‘personality’ and ‘soul’ of a corporation. Jenkins (1988) argues that “corporate identity is the culture and ethos of a company”. Stall (1990) quotes Maack’s²⁷³ definition of Corporate Identity who assigns

²⁷² In his publication: *‘Wolff Olins guide to corporate identity*,

²⁷³ Klaus Jurgen Maack is regarded as the creator of the identity for Erco : a lighting company in West Germany.

two meanings to the concept of Corporate Identity depending on the company's audience. As for the internal audience of a company Corporate Identity is a safeguard for the mentality an employer wishes to uphold within his firm and for the market place it means recognition, familiarity and credibility. Schmitt et al (1995) define Corporate Identity as the degree to which the company has achieved a distinct and coherent image in its aesthetic output. Additionally Davies (1998) defines Corporate Identity as "what an organisation says it is".

APPENDIX 4.5

Can a glossary of useful terminology be compiled for Corporate Identity reference?

The following terms have been identified with explanations from the published texts relating to Corporate Identity and its control. The compilation of terms that are used in the Field of Corporate Identity, can serve as a quick short hand reference for practical use by people interested and practising in this area. This was considered essential in view of the fact that literature provides partial clues of its content.

Audience: "The audiences of an organisation are those people who come in contact with it at any time." (Olins 1990: 16).

Actual Identity: "Actual identity is shaped by a number of elements including corporate ownership, the leadership style of management, organisational structure, business activities and markets covered, the quality of products and services offered and business performance". (Balmer, 2001:17)

Brand Equity: "We define brand equity as the total value of all qualities and attributes implied by the brand name and affecting actual customer choices". It translates into monetary terms, as reflected in a price advantage or a share advantage – a brand's power in convincing a customer to purchase the company's product rather than a competing offering. (Almquist, Turnvill and Roberts 1998:27)

Brand Identity: "a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organisation members." (Aaker, 1996:68)

Brand Logotype: "Distinctive way in which a brand name is rendered, principally in typographic form." (BS7000-10, 1995:6)

Change Management Process: “The process by which corporate culture can be adjusted and adapted in order that it become more compatible with the intended strategy.”
(Markwick and Fill (1997))

Corporate Brand: “Brands are elusive assets to manage. Unlike factories and money, which have tangible asset values, brands derive their power from their symbolic meaning in the minds of consumers....A brand acts as a signal to customers, conveying the rich information commonly known as brand image.....The customer acts on that information in making his or her purchase decision.” (Almquist, Turnvill and Roberts, 1998: 27)

Corporate Branding: “Corporate branding appears to be the sum of highly variable individual approaches to a range of challenges, rather than being seen as a well defined discipline which provides established approaches, methodologies and solutions to identified problems.” (Corporate Branding- report of research findings. Design council, Citigate DVL Smith and Citigate Lloyd Northover, 2002:1)

Corporate Behaviour: “This is defined as the sum total of those actions resulting from the corporate attitudes which influence the identity whether planned in line with the company culture, occurring by chance or arbitrary. Corporate behaviour is therefore the collective action of the company as a whole or of its parts: from its combined communicative behaviour to the behaviour of the management, the relationship to the public, the environmental behaviour, the use of resources, and the social behaviour down to the location and relations to the host country”. (Sschmidt, 1995; 36)

Corporate Communications: “Ind describes Corporate Communications as the ‘process which translates corporate identity into image’ and emphasises the cues that organisations use to present themselves to their stakeholders.” (Ind:1992; quoted in Markwick and Fill 1997: 401)

Corporate Culture: “The culture dimension consists of all cultural factors, situations and aims of a company. It contains the mission, the corporate goals, corporate philosophy,the cultural surrounding of the company (*like the*) socio-economic environment, the historical and political conditions; the nationality, ethnic origin, education, arts, literature, music, language, religion, and so on”. (Schmidt, *italics added*, 1995; 36)

Corporate Design Management system: “Formal corporate infrastructure that encompasses design objectives, strategies and processes, organisational structures and standards for administering the design resource.” (BS7000-10,1995:6)

Corporate Design Manual: “A document that sets out the key standards and procedures that dictate or influence the aesthetic and technical treatment of the output of an organisation together with guidelines on how they apply and should be implemented.” (BS7000-10,1995:6)

Corporate Design Team: “Wider group of individuals, within or outside an organisation, who contribute to its design work, both in formal or informal capacity.” (BS7000-10,1995:6)

Corporate Identity: “Is a symbol that reflects the way in which the company wants to be perceived. It is an ideal situation, and can be created; whereas image is earned.” (Napoles 1988: 20)

“Corporate Identity refers to every aspect of an organisation from the style of management to the way the switchboard operators answer”. (Miles, 1989:46)

“...an assembly of visual clues – physical and behavioural by which an audience can recognise a company and distinguish it from others and which can be used to represent or symbolise the company.” (Abratt 1989:68)

“The totality of the way the organisation presents itself and is seen to be can be called its identity...and consists of the explicit management of some or all of the ways in which the company’s activities are perceived.” (Olins 1990: 8)

“It is about how behaviour, appearance and communications symbolise, reflect and underline the reality (*of the organisation*) all at the same time...Corporate identity is nothing more than an expression of the totality of the group. The reality of the organisation is the true identity of the organisation.” (Turner 1990: 32)

Articulation of what an organization is, what it stands for, what it does and the way it goes about its business (especially the way it relates to its stakeholders and the environment).”(BS7000-10 :6, 1995)

“Is what the organisation ‘is’, e.g., its innate character. Everything an organisation says, does and makes impacts upon an organisation’s identity e.g. products and services,

formal and informal communications, companies policies, the behaviour of personnel, etc. (Balmer, 1995:25)

“The degree to which the firm has achieved a distinct and coherent image” (Shmitt, Simonson and Marcus 1995: 83)

“refers to those intended characteristics of an organisation that decision - makers and marketers within the group choose to promote to their internal and external constituents”. (Dacin and Brown 2002:254)

“The set of meanings by which an object allows itself to be known and through which it allows people to describe, remember and relate to it”. (Van Rekom. 1997, quoted in Melewar and Jenkins, 2002: 78)

Corporate Identity Programme: “A corporate identity program must be seen as part of the process by which the corporation explains and differentiates itself. It is a vehicle by which the corporation’s vision of itself can be perceived and understood.” (Selame 1997;3)

Corporate Identity Programme: “Companies may be involved in too many different, uncoordinated design activities resulting in a proliferation of bewildering, even conflicting, images. To avoid this, design elements may be integrated or standardised by means of a corporate identity programme, the aim of which is to present an appropriate inform image to customers, suppliers and other groups.” (Oakley, 1990: 13)

Corporate Image: “The sum total of their perceptions of the corporation’s personality characteristics is what we refer to as the corporate image.” (Spector, 1961:47)

“A composite of attitudes which a group of people hold toward a product constitutes an image. Influence their images, and you influence their behaviour” (Nelson, 1962:68)

“The impression of the overall corporation held by its various publics.” (Gray and Smeltzer, 1985:73)

“The term refers to the mental conceptions that the firms multiple constituents hold of the firm based on its aesthetic output.” (Schmitt, Simonson and Marcus, 1995:83)

“Sum of impressions and expectations of an organisation built up in the minds of its stakeholders and public.” (BS7000-10, 1995: 6)

“Is a dynamic and profound affirmation of the nature, culture and structure of an organisation” (Howard, 1998:1)

“The concept’s application has spread to several items such as *corporate image* (how audiences see the organisation), *product image*, (how people see a certain product), and *brand image* (How people see a brand competing with other brands). This concept of image is therefore externally founded: because it centres on how the image is received.” (Simoes and Dibb, 2002: 5)

Corporate Logotype: “Distinctive way that an organisation’s name is rendered, principally in typographic form.” (BS7000-10, 1995:6)

Corporate Symbol: “Distinctive representative or abstract emblem used by an organisation to identify itself.” (BS7000-10:1995:6)

Corporate Visual Identity: “is the ‘face’ of the organisation that transmits an essential part of its image. Visual identity systems embrace the management of features such as company name and logos, and have an underlying symbolism”. (Simoes and Dibb, 2002:8)

Corporate Voice: “is the total net effect of all the ways a company communicates to all of its audiences - its markets, employees, investors, and communities - and is a reflection of the company's core competencies and values”. (Keefe, 1995:45)

Creative Industry: “The creative industry comprises a diverse range of sectors, including advertising, architecture, design, software developers, and other creative organizations”. (Andriopoulos and Gotsi, 2001: 146)

Design Strategy: “Chosen path formulated to achieve business and design objectives supported by an indication of how resources will be committed.” (BS7000-10:1995:7)

Feedback: “Reversal of the flow, an opportunity for communicators to react quickly to signs resulting from the signs they have put out”. (Schramm, 1973: 51)

House style: “A more or less coherent set of principles governing the design items of a corporation.” (Henrion and Parkin, 1967:7)

Identity: “Identity means the sum of all the ways a company chooses to identify itself to all its publics- the community, customers, employees, the press, present and potential stockholders, security analysts, and investment bankers”. (Margulies, 1977:66)

“In a psychological context, identity (personal or corporate) can be defined as the set of attributes that distinguishes one entity from another; thus corporate identity is that set of attributes that distinguishes one organisation from another, especially organisations of the same sort.” (Bromley, 2001: 316)

Image: “Image, on the other hand, is the perception of the company by these publics” (Margulies, 1977:66)

Internal image: “We can define and refer to the collective impressions of the members of an organisation as the organisation’s ‘internal image’, which, by analogy, corresponds to the ‘self image’ of an individual person.” (Bromley, 2001: 318)

Internalisation of brand: “Internalising the brand involves explaining and selling the brand to employees. It involves sharing with employees the research and strategy behind the presented brand. It involves creative communication of the brand to employees.....most of all, internalising the brand involves employees in the care and nurturing of the brand”. (Berry and Parasuraman (1991:129)

Marketing Mix: “ a framework for the tactical management of the customer relationship, including product, place, price, promotion (the 4 Ps); in the case of services, three other elements to be taken into account are process, people and physical evidence.” (Jobber and Fahy (2003; 17)

Mission: “The main ways in which the intent [*of an organisation*] will be pursued” (Schmidt and Ludlow 2002:21)

Personality: “personality can be defined as ‘what the person really is’, thus corporate personality is ‘what the organisation really is’. (Bromley 2001: 316).

Positioning: “The positioning defines how the company wants to be seen from inside and outside, which market position wants to adopt, how it is differentiated from its competitors and what it expects from its employees.” (Schmidt 1995: 44)

Reputation: “ Reputation can be defined as a distribution of opinions (the overt expressions of the collective image) about a person or other entity, in a stakeholder or interest group.” (Bromley. 2001: 317)

Reputation management: “Historically, public relations professionals have used the term reputation management to mean the effort that manages relations with all of the company’s key constituencies through the appropriate media.” (Argenti and Druckemiller, 2004: 371)

Store Personality or Image: “The way in which the store is defined in the shopper’s mind, partly by its functional qualities and partly by an aura of psychological attributes.” (Martineau, 1958:47)

Strategic Corporate Identity: “this refers to a situation whereby an organisation’s innate character broadly reflects the organisation’s mission and philosophy. The existence of a robust mission and philosophy is likely to result in a congruency in corporate communications, eg., there be a degree of similarity in everything an organisation makes, says, and does” (Balmer, 1995:25)

Target audiences: “The groups of people with whom every corporation deals are called target audiences. They are divided into two categories: those who work for the company- the internal audience- and those who deal with it as outsiders- external audience.” (Olins, 1989: 210)

Trademark: “A trademark, the visible part of corporate identity program, helps to “humanise” a company by presenting a face, a personality, in the form of a symbol.” (Napoles 1988:19)

Visual Brand Language: “Is a visual reference tool for teams within the company across diverse departments, from product design to marketing”. (Brown and Park, 2006:18)

Visual Identity: “Visual identity is concerned with the way in which the organisation manifests itself visually”. (Miles, 1989:46)

Visual Identification system: “Principal means by which an organisation manifests visually its corporate identity.” (BS7000-10, 1995:7)

Vision : “An inspirational statement of brand or corporate intent” (Schmidt and Ludlow 2002: 21)

Appendix 4.6

Few inconsistencies in terminology by authors from non design disciplines

Expanding from the view of Topalian (1984 and 2003) suggesting that it was the careless usage of the term by design professionals which created inconsistencies in the field.

Topalian, with his business background, writing from design management point of view and publishing extensively in Marketing publications, certainly should have not been so ‘dogmatic’ in his views of ‘who’ is responsible for this inconsistency, since the material compiled in this chapter and glossary indicated that terminology is understood differently, both within the same discipline and amongst different disciplines. For example, it was noted by this researcher that individual authors will use the term Corporate Identity and Organisational Identity alternatively in the same text. For example, Olson (1998), a professor of Policy, Strategy and Marketing in the University of Colorado, will alternate these two terms, thus forming the understanding that an additional change in the name of the concept is introduced. In the absence of clear definition of the concept in individual writings and in relation to the context of the paper a reader may interpret each published work differently. For example, the explanation of Dutton, Dukerich and Harquail (1994), that describes Corporate or Organisational Identity as the degree by which internal audiences identify with the values of their organisation and as a result organisations are frequently engaged in efforts to foster these values to their employees. If this explanation of Corporate Identity is compared with all the previously presented explanations, the reader unavoidably will end up being confused.

APPENDIX 6.1

Examples of organisations employing on going market research on operational issues.

For example, in 1993 KLM is reported to have introduced to their operations, a monitor process called “Market Monitor project”. This process was conducted by a market research agency, running continuous telephone surveys in various European countries about KLM’s Corporate Image (Hoogland, 1995). It is also recorded that Canada Trust designed a programme to influence the bank’s image so it could become “the best bank to provide personal financial services,” by using data extracted from extensive market research on customers’ needs (Sucec and Donoghue, 1997). This trend of banks to incorporate market research in their operations is also observed in more recent cases; for example, Abbey National has a customer tracker programme that interviews 600 people each month to identify their needs and attitudes (Jardine 2004). Vaid (2003), briefly refers to additional and ongoing information gathering activities that marketing departments use in order to collect information about the habits and lifestyle preferences of their customers and the general public, through the operation of loyalty schemes. These include the collection of points, air miles, bonuses etc. However, although this information is gathered for a purpose and is intended to be used somehow, the author limits her reference to a general statement that this information is used to monitor the brand of the organisation.


APPENDIX 6.2

Extracts from a 1968 Philips promotional brochure indicating the involvement of personnel training in Corporate Identity

See next page

6

The Employees



A street in the factory's grounds at the beginning of the luncheon interval.

By the middle of 1954 the Philips concern employed a total of 115,000 people all over the world, nearly 50,000 of them working in the Netherlands. At that moment the personnel at Eindhoven, the company's birthplace, consisted of nearly 30,000 men and women. These are large numbers. One cannot help but ask how it is possible to keep up the required co-operation of all these people, how it is possible to build up an organic unity, a working community and how can the individual be prevented from losing his identity in the mass?

To achieve these aims the personnel policy is based on four main principles. They can be summarized as follows:

1. the setting and maintenance of good labour conditions and social provisions;
2. the creation of possibilities for the individual development of the employees;
3. the promotion of good internal relations;
4. the striving towards lasting employment.

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Fig. A Lunch time in the canteen of the radio tube factory at Heerlen.



Fig. A

Fig. B Immediately after they have entered into service with Philips the girls follow an introduction course.

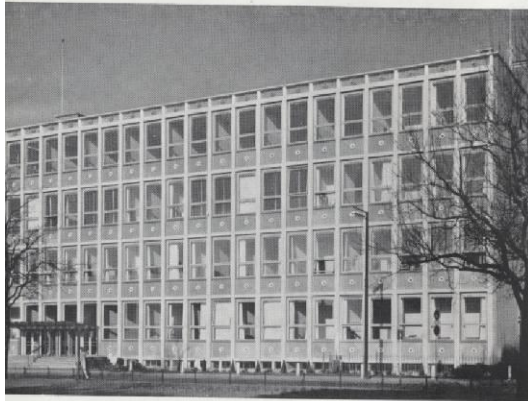


Fig. B

6

The Employees

The new out-patients' building.
(The Philips' Health Centre).



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1. Good labour conditions and social provisions.

The primary labour conditions for both factory and clerical workers are laid down in Collective Labour Agreements. Besides wages, salaries, working hours, holidays, etc., they also embrace a large part of the social provisions, which were created in addition to the existing legal social provisions.

Some of these provisions are:

the Medical Service, which pays special attention to industrial medicine;

the Pension Funds, to which employees and company contribute and which provide for old age and widows pensions;

the Education Department, which offers possibilities for many kinds of training and education;

the Philips-van der Willigen Fund, which grants scholarships to talented children of the employees;

the Philips-de Jongh Recreation Fund, which promotes recreation facilities for the employees.

Labour conditions as well as additional social provisions are closely adapted to what one might call "the social climate" of the Netherlands. This climate finds its origin in the history of the country, the legislation, the mentality and customs of the people, the economic situation and—last but not least—the fruitful co-operation between employers' organisations and labour unions.

In connection with the above it deserves attention, however, that Philips' personnel policy is no longer primarily characterized by the providing of the material conditions in which the employee is to live and to work. Particularly after the war stress has been laid upon the worker himself as a human being and as a member of the various groups of which the company community consists. It has become clear that good labour conditions and social provisions are not sufficient in themselves; attention should also be paid to a number of human values and characteristics so

as to enable the working man to attain a greater self-development, pleasure at his work and general happiness.

2. Individual development of the employees

In several ways Philips try to give full credit to the personality of the individual worker. Medical and psychotechnical examinations preceding definite engagement assist in the selection of an occupation which corresponds best to the physical and mental capabilities of the employee. By the regular dissemination of information on the various facets of the company Philips try to give every worker a clear idea of his own function within the whole. In the various divisions the personnel officers have among their tasks the promotion of personal contact and must—being the righthand men of the works' managers—also see to it that sufficient attention is paid to the employee as an individual. Therefore, they are also concerned in the introduction of new employees and another of their duties is to stimulate promotions within the company by drawing attention to possibilities for further education and development.

3. Good labour relations

Apart from the work of the personnel officers, by which, of course, not only the individual treatment, but also the good co-operation of the employees is promoted, the work of the representative committees and the Personnel Council deserves special mention. By means of discussions between the managements of the various divisions and the committees elected by the employees themselves, it is possible for all to acquire an understanding of the common interest and the work of others.

Written information also plays a part. Together with the introductory booklet given to everyone entering Philips' service, we would mention the weekly: "Philips Koerier" which is delivered to the workers at home every Saturday.

Outside the works as well the feeling of partnership and the sense of co-operation are promoted in various ways, e.g. by the support and stimulation of initiative on the part of the employees in the spheres of sport, recreation and education.



The periodical chest examination, to which the entire staff is subjected, is carried out with the aid of the transportable MCS apparatus.



One of the treatment rooms in the Health Centre.

6

The Employees

4. Striving towards lasting employment

All the trouble and care devoted to good labour conditions and social provisions, the creation of possibilities for the individual development of the worker, the promotion of good internal relations, all this would be ineffectual, if special attention were not constantly paid to attempts to provide lasting employment.

The responsibility for this is considered to be of such consequence that in 1945 this important aim was laid down in the Articles of Association. We have already stated the entire clause in question in the introduction.

We would finally draw your attention to one striking point that concerns both the individual treatment of the employees and their co-operation. We mean the tendency towards further decentralization of the company, decentralization in a geographical sense, by which complete departments are moved to other parts of the country, as well as decentralization of powers within the company. As a consequence of the creation of smaller units personal contact between management and personnel becomes more close. The effect of decentralization of powers is that the lower executives are also made responsible for the proper course of affairs within the company.



Houses that were completed in 1951.

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View of part of the pupils' workshop.

APPENDIX 6.3

Staff training - Internal staff resistance - Corporate Identity operations

Internal staff resistance is seen in literature as a threat to the success of Corporate Identity operations in which organisations invest considerable amounts of effort, time and money. For this reason, it is suggested that employees of organisations are involved and motivated via appropriate training and staff participation sessions in the pre-launch and during the launch period. Published material indicates that staff involvement in Corporate Identity operations is necessary for the following reasons.

- Employees will support and contribute positively to the new Corporate Identity when it is launched (Davies 1995, Briggs, 1995, Design Council 2002).
- It encourages improved communication between different departments of the organisation. This communication will be valuable in the stages of implementation, where different departments need to co-ordinate their outputs (Schmitt, Simonson and Marcus 1995).
- It enhances employee commitment to the new guidelines of brand or Corporate Identity strategy allowing the potential for the project to be maximised (See Caterpillar case study in Briggs, 1995, and LEGO school in Schultz and Hatch, 2003).

APPENDIX 6.4

Credit Suisse and last minute personnel training “Building an Innovative International Corporate Identity and Branding Strategy for the Credit Suisse Group” DMI conference in Montreal 1997

Boylan (1997), the chairman of Wolff Olins, the design consultancy in charge of the Credit Suisse Corporate Identity project, is recorded to have said that the project nearly failed, because nobody in the organisation had organised appropriate training to familiarise middle management with what was going to happen. This lack of training was considered as a shortfall in the programme because part of its success was a prerequisite of the fact that various managers had to implement the programme. As it happened, before the public launch, middle management reacted badly to the proposed changes either because they had opposite views, or they did not understand what they had to do. To countermand this problem, Wolff Olins, the consultancy involved, had to design and carry out special training sessions to explain the proposed changes, the reasons for change, new Corporate Identity guidelines and how management could contribute towards the process. This would be through communicating further to their staff, in order to avoid failure of the whole programme.

APPENDIX 6.5

Personnel Training and Human Resources

The operation of personnel training is associated with the operations of Human Resources.

Literature does indicate some acknowledgement that there is a need to match personnel skills with the demands of Corporate Identity. Published views of authors include a recognition that Human Resources departments should devise employment criteria that reflect the Corporate Identity of the organisation and the operations that contribute to the different attributes of Corporate Identity (Balmer, 1997). In addition, effective Corporate Identity or branding operations should include the provision of guidelines to Human Resources (Dowdy 2003). Literature also presents evidence that Human Resources departments are essentially involved in Corporate Identity operations in practice. Ind (2001), reports the operations of the outdoor clothing manufacturer 'Patagonia' as an exemplar of Human Resources operations since the majority of its workforce are "outdoor people" and "risk athletes". The employees are a front line manifestation of its Corporate Identity from the Directors to the receptionist of the company (who is recorded to be 11 times world freestyle Frisbee champion, and the surfing instructor to the employees of the company). The toy manufacturer LEGO is also recorded to have restructured its departments and reassigned the responsibilities of people, in order to integrate the operations and contribution of Human Resources in their overall Corporate Identity operations (See LEGO case study, in Shultz and Hatch 2003).

APPENDIX 6.6

Are external consultants, research, design management and training involved in Corporate Identity Operations? – The Full discourse

This discourse aims to identify whether external consultancies are involved in Corporate Identity operations, of organisations and to establish how Corporate Identity literature presents their contribution in these operations. This discourse, builds and extends the picture created in 6.4.4 where little evidence was presented suggesting that external consultancies are involved in Corporate Identity operations, however, sometimes their involvement was seen to influence Corporate Identity continuum negatively.

The involvement of external agencies employed by organisations as Corporate Identity consultants to assist in Corporate Identity operations is clearly stated and is better recorded in published literature when compared to the involvement of all the other people identified so far. This involvement is indicated and confirmed in different ways, which are presented in the Figure 6.6 Exh1.

Nature of References		Reference
Narrative indications	Report of live Corporate Identity projects in literature confirming Consultants involvement	Boylan (1998), Coffey (1998), Lodge (2002), Schultz and Hatch (2003), Jardine (2004), Jones (2004),
	Participation in conferences related to management	Henrion 1989,
	Publication of papers and books on the subject by external consultants	Napoles (1988), Olins (1989, 1990, 2003) Ludlow (1990), Henrion (1990), Ind (2001); Total Identity (2003)
	Papers written from members of organisations reporting and confirming their co-operation with external consultants on Corporate Identity issues	Warner (1989), Huisman (1990), Dubberly (1995), Briggs (1995), Clayton (2002), Jones (2004)
	Views of practitioners and scholars in the field that most Corporate literature is written by practitioners and consultants	Zentner, (1989); Melewar (2001), Balmer (2001)
	Academics and Scholars use of external consultancies as a source of information in research projects related to Corporate Identity	Balmer and Soenen (1999) Melewar (2001),
Suggestion of Design bodies	Design Council guides and their internet site provide advice to organisations how to best identify and co-operate with external consultants. Selection criteria.	Design Council (2002)
Quantifiable indications	The reported fees of external consultancies specialising in Corporate Identity	Jardine (2004)

Fig 6.6 Exh1 Table presenting types of published material indicating the involvement of external consultants in Corporate Identity operations

The reasons why organisations need to employ external consultants to assist in their Corporate Identity operations, or as referred to in literature Corporate Identity Programmes, is also well recorded in the literature. Some of these reasons were presented in Fig 3.4.2 Exh2

and include the remedy of problems emerging from changes such as mergers, acquisitions, change of market, new direction, low sales, lost public loyalty, etc. Examination of the content of this table indicates that consultant's involvement is often illustrated to be a fire fighting process, rather than long term control of the operations to prevent such problems.

With the involvement of external consultants confirmed by literature, the next stage of this discourse is to establish what authors portray their contribution to be.

According to Scott (2000), Corporate Identity management is about a continuous and deep self reflection about what the organisation really is and a thorough understanding of how the organisation fits with its surroundings and environment. At an individual level, deep self-reflection can be assisted and guided by a certified psychologist. In the case of an organisation, the equivalent to the psychologist is the role of an "external strategic consultant", who assists organisations to come to terms with what they are, and how this can be better communicated internally and externally. So their involvement is to help the leaders and management to understand what the organisations are and communicate this understanding to people. Woudhuysen,(2004) states that although organisations take branding very seriously, they also realise that they cannot manage these processes alone and this is the reason why the majority of organisations outsource aspects of their branding to external specialist agencies, such as Omnicom, WPP, Interpublic, etc. The latter statement indicates difficulties in the control of Corporate Identity. Abbey's customer propositions director: Angus Porter, talking about the recent re-branding of 'Abbey' in Jardine (2005), said that the consultancy assisted them to construct a three year restructuring and repositioning programme by communicating in clear and vivid way to its employees and customers that the bank had changed.

The case study of 'LEGO' reported by Schultz and Hatch (2003), clearly stated that the company had no internal resources to carry out its new branding programme or the skills to manage it appropriately. The lack of internal knowledge and resources was also identified as the reason why various organisations seek assistance outside by the research project "*Brand Gap*" carried out in 2002 by Citigate DVL Smith and Citigate Lloyd Northover in conjunction with the Design Council.

The research project of Balmer and Soenen (1999) on Corporate Identity management revealed that a common task carried out by consultancies in co-operation with the C.E.O or board of directors of an organisation is to identify and establish the vision of the organisation and then translate this vision into a new visual identity. Indications of this activity also come from content analysis of documentary material obtained from the Internet sites of consultancies ranking amongst the top 10 Corporate Identity consultancies in the UK and carried out by this researcher in May 2005. The ranking of these consultancies was recorded

in Design Week (2004). All consultancies clearly include in their services provision of guidance to establish what the companies are and what they should aim to be. Literature also provides evidence that in some cases this vision is connected and is a result of market research carried out by the consultants themselves. For example Greenagh Lodge (2002), the chairman of a branding consultancy; “Corporate Edge”, reports that in their involvement of the creation of a new brand definition and strategy for New Zealand and the province of Ontario, they based their proposals on extensive market research on how various stakeholders perceive these two locations. The consultancy, is reported to have instructed, designed, planned, undertaken the appropriate research and analysed its findings prior to their design proposals to their clients and their execution.

Various other cases indicate that once the corporate vision has been established it is then used as a basis to construct various Corporate Identity proposals and strategies. These proposals might be related to design, strategy, communication etc.

An additional task of ‘branding’ (Corporate Identity management), according to Saul Dennis (2004), the creative director at the strategic branding agency ‘Siegelgate’, is to identify an organisation’s core promise to all its stakeholders. This promise is also commonly known as brand promise or positioning. Positioning is achieved through intellectual rigour, creativity, communication skills and dynamic storytelling, and these are the resources that ‘Siegelgate’ consultancy contributes to its clients.

Aspects of consultants’ involvement in Corporate Identity operations in practise is indicated from the involvement of Wolff Olins (CI consultancy) in the Credit Suisse case study (Appendix 6.4). In this project according to Boylan (1998), Wolff Olins was given the official title of branding, identity and communications manager. Their activities as presented in the conference are recorded to have included the role of directing and coordinating the process, provision of creative input and project management resources to organisation’s internal teams. The outputs of Wolff Olins consultancy included the reorganisation of the different identities of Credit Swiss subsidiary companies so they could be grouped together to signal to people that they belong in the same organisation, including its advertising.

Although external consultants are employed to solve different Corporate Identity problems the outputs of their work usually are recorded to be: Identification of organisations new positioning, creation of Corporate Identity or brand structure, and co-ordination of some or all aspects of corporate communication internal or external. This kind of approach has been characterised by Pamela Conway, president of international marketing for Michael Peters Group PLC in 1987 as the “*Total approach to Corporate Identity*”. Examinations of the published studies of Credit Suisse in Boylan, (1998), and Bupa in Smythe, (2002) have also indicated the same sequence of tasks.

Literature also provides examples where Corporate Identity has been exercised by various consultants in more partial ways, confining their operation to graphic design outcomes, carried out as one off projects (*“Don't image your position, express your character”* by Laundry and Rogers, 1995).

Amongst other activities of external consultants according to Conway (1997), their role includes all the actions necessary to ensure that every available channel of corporate communication is utilised to its maximum effect and that the messages are consistent. In this statement it is implied that consultants co-ordinate or perhaps subcontract other external agencies and contactors that are experts in different channels of communication, such as Public Relations, Marketing, Advertising, Sponsorship, Filming, Organisation of promotional events etc. The case study of ‘Unicon Beton’ presented by Bernsen (1990), indicated that the company due to a lack of design expertise, had to initially employ a design management consultancy. This consultancy in turn was charged to employ, co-ordinate, and brief, other design, and marketing, agencies, the services of which were needed to contribute to its new Corporate Identity programme.

The discourse on whether the training of staff is included in Corporate Identity operations, (6.4.4) also indicated that external consultants are often engaged in training activities for their client organisations. This view has been expressed by Ingleton, co-partner of a Corporate Identity consultancy; ‘Ingleton Thomas’. In Design Week (1988:17), is recorded to have said. “We should be there to support the client, giving training sessions on how to brief other design groups to interpret the identity creativity”. This quote indicates an additional purpose in the training provided by consultants and this brief statement is understood to suggest that external consultancies with their involvement educate organisations and their staff on the ways Corporate Identity matters can be controlled. This suggestion seems to conflict with the intentions of consultancies that wish to sustain their involvement for longer periods.

Moss, (1987) looking at the ways external consultants interact with client organisations presents the views of two authoritative Corporate Identity consultants Chris Ludlow and Jim Northover. Chris Ludlow of the design consultancy ‘Henrion Ludlow and Schmidt’ expressed the view that the consultancy should involve and organise the process of implementation, which is sometimes left to the organisation to facilitate. This is because at the implementation stage design proposals may need to be adjusted and altered in order to be effective. Jim Northover, however, says that his consultancy encourages the client organisation to take control and ownership of the Corporate Identity operation at the stage of implementation, by educating, monitoring and counselling the people involved in the process.

It is seen so far, that the role of external consultants in Corporate Identity projects, varies considerably, and that the skills that external consultants bring to each project, also vary. Literature indicates that external consultancies, whilst working on a project, in some cases may need to outsource the required skills. This can be achieved by teaming up with other specialist consultants.

The different types of consultancies as well as the skills they bring to the organisation are reported in the work of Dowdy (2003), *“Beyond Logos”*.

The following flow chart in Fig 6.6 Exh2 indicates some of the activities where literature shows External Consultants to be involved in Corporate Identity operations.

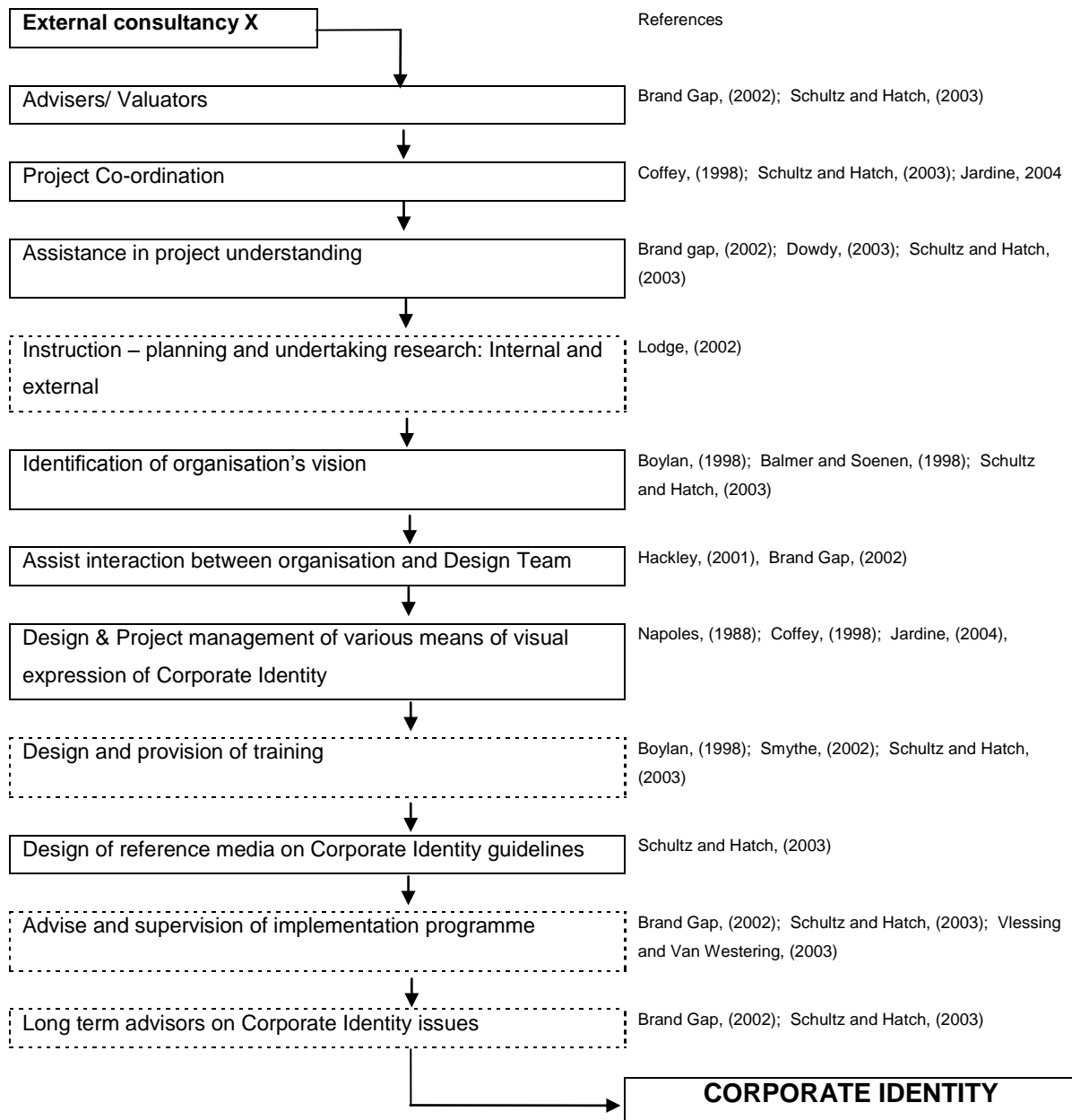


Fig 6.6. Exh2

The role of external consultants as portrayed in literature and understood by this researcher. (Miggou, 2005)

Literature also makes reference to the problems that decision makers and organisational members identify in relation to an external consultants' contribution. For example, the view of Hugh Dabberly, the design manager of the Apple company, presented previously (Ref 6.4.4) clearly stated that in his professional life he sat on presentations of external design consultants who did not take any account of the Corporate Identity standards of the organisation. Therefore they produced design outcomes which were not consistent with the culture, and Corporate Identity guidelines of the company. In his view, such outputs clearly create possibilities for confusion for the company's audiences, inhibiting effective recognition

as well as destroying the work carried out by the organisation previously, which has contributed to customer loyalty. The same is also recorded to have happened to Boylan (1998), where he admits that Credit Suisse objected to the radical redesign of its graphics proposed by his consultancy, and asked Wolff Olins to incorporate the existing graphics into their proposal, since the bank has invested considerable amounts of money and effort to be successfully associated with these symbols and name. This is the reason according to the “*Brand Gap*”, (2002) research project, for the tendency of management to retain the same external consultants and agencies for long periods of time. The research also indicated that educating an external body on the nature and the way that business is carried out is time and energy consuming, so there is always the temptation to retain the services of an external consultant if the match was proven to be good. Nevertheless, the opposite view was also expressed by the interviewees who identified that in performing their daily duties in Corporate Identity, management can get too close to what they doing and subsequently their decision making might not be objective, so it is good to consult different opinions from time to time as recourse to objectivity.

So far it can be observed that

- Organisations in addition to their internal departments looking after their Corporate Identity control, tend to consult and employ external help.
- Organisations have problems in controlling Corporate Identity operations effectively, and external consultants are often employed and retained on a permanent basis.
- External consultants carry out a variety of operations, and are employed by organisations on the premise that they are experts in areas where organisations do not have the expertise or skills.

In the context of this thesis, Corporate Identity literature seems to be short on information in the ways organisations can control the operations carried out by external consultancies.

APPENDIX 6.7

Additional identified issues considered in the design of structured interviews

- The involvement of senior executives on Corporate Identity operations should be on-going
- Senior executives and management need to contact their decision making on a more objective basis instead of relying on their own personal likes and dislikes
- Designers through their activities and involvement seek to produce appropriate designed outcomes which will be recognised by people to belong to a particular organisation
- Consideration of the ways in which designed outcomes are perceived by people should be included in designers' activities related to Corporate Identity operations (thus avoiding subjectivity in decision making, personal likes, dislikes, goals or aspirations)
- The content of information generated by market research is important for effective operations because inappropriate inputs may result in inappropriate outputs
- Inappropriate outputs introduce possibilities for inconsistencies in Corporate Identity operations where mistakes and unwanted expenditure will occur
- Inconsistent and counteractive activities of operational units involved in Corporate Identity operation could be minimised with appropriate planned staff and training and development for third parties
- The operations and outcomes of third parties need to be controlled by organisations and thus included into the methods for the effective control of Corporate Identity.

APPENDICES 7.0

Appendix 7.1 Various forms of lemon squeezers that share common characteristics assisting effective product recognition

A traditional lemon squeezer, a more contemporary interpretation and the lemon squeezer designed by Philippe Starck, presented in the three following pictures, all share the same characteristics and allow the brain to perceive them as lemon squeezers. For example, the principle of their use is common. All have the same rigid surface to extract the juice, and similarly all displayed images incorporate a facility to collect the juice. Therefore, an observer can recognise similar cues in all the 'displayed images' and can successfully identify them as lemon squeezers, even when a lemon is not present.

A collector of Beswick items or a design aware member of the public will recognise characteristics of the Beswick or Philippe Starck style in the first and third displayed images, thus identifying the organisation responsible for their creation. Thus the Corporate Identity of the firm behind the designed object can be identified successfully by the interested user.



Beswick lemon squeezer



Phillip Starck lemon squeezer

Similarly one with the experience that financial establishments will have an ATM in their fascias will recognise them as such even if they have no prior knowledge of that organisation.

7.2 Market segmentation as applied in marketing

The Stage of Market Segmentation

In the discipline of marketing it is generally accepted that the needs of the market are important contributors to the success of an organisation, and marketing is responsible for designing the appropriate strategies to fulfil these needs (Hanna and Wozniak, 2001). This view can also be inferred from this chapter's discussion of marketing and consumer behaviour. One of the tools used to assist in research, and identify the audience needs is known to marketers as market segmentation.

According to Hanna and Wozniak (2001), to address the needs of the general audience two strategies can be followed. The first is to employ a “mass – market strategy” assuming that the consumers have uniform needs and the broad appeal of a product or service is sufficient. A well-known example of this strategy was the Ford Model T (c. 1908), where the promotional strategy was based on the premise that it could be purchased with any colour the customer desired as long as it was black. This strategy worked for a while; but as the needs of customers began to change, looking for less standardised options these needs were fulfilled by its competitor car manufacturer Chevrolet. “As a consequence, in 1927 Ford closed down operations for an entire year, at enormous cost, in order to retool and introduced the revised Model – A” (Hanna and Wozniak, 2001: 66).

The second strategy is grounded in the view that though large groups of market are heterogeneous, this broad market nevertheless consists of smaller more homogenous subgroups with common lifestyle and demographic characteristics. This strategy of market segmentation aims to match a product or a service to the needs of specific subgroups that exist within the general audience; it is known as “product-market matching strategy”, and is acknowledged by several writers on the subject to be the most effective (see *Consumer profiles an introduction to psychographics* by Gunter and Furnham, 1992; *The market segmentation. Workbook* by Dibb and Simkin, 1996; *Market segmentation. How to do it, how to profit from it*, by MacDonald and Dunbar, 1998; *Market segmentation. Conceptual and Methodological Foundations* by Wedel and Kamakura, 2000; *Consumer Behavior* by Blackwell et al., 2001; *Demographic targeting. The essential role of population groups in retail marketing* by Pooler, 2002).

According to Wedel and Kamakura (2000), the idea of market segmentation as it is known today was introduced by Smith in 1956, who recognised the heterogeneity of people in their demand for goods and services for a better satisfaction of their varying wants. It is defined by Blackwell et al., (2001:39) as “the process of identifying a group of people similar in one or more ways, based on a variety of characteristics and behaviors”.

The application of market segmentation to marketing. According to Hanna and Wozniak, (2001), the division of the general market into sub markets with different product and service requirements is useful to marketers because each market segment can be approached using a different marketing technique.

According to Wikipedia (2006) encyclopaedia there are two approaches that marketers can follow to segment the market, these were proposed by Day in 1980. One is Top-down which starts with the whole population and divides it into segments, and the other is the Bottom -Up approach which starts with an individual profile of a customer and builds on that profile

incorporating use of data gathered from customer management and assistance of relevant software. Regardless of the selected approach, when an organisation chooses to segment its market the underpinning knowledge is that it is essential to cluster people in different consumer profiles in order to optimise the chances of effective marketing. This understanding however, is not recorded in specialised Corporate Identity literature.

Hanna and Wozniak (2001) reported that each organisation will choose different variables, to determine the division of the general market can be segmented. See Fig 7.2 Exh1.

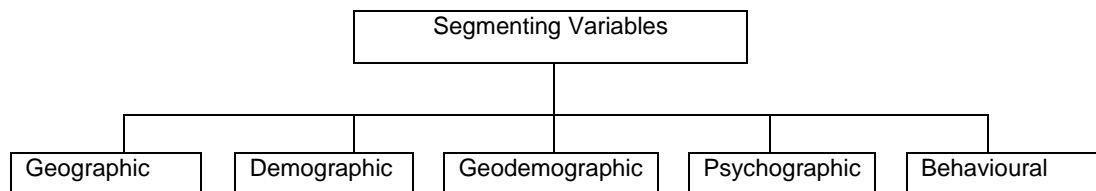


Fig 7.2 Exh1 The five classes of market segmentation variables. Source of Fig. : Hanna and Wozniak (2001:69).

In the section that follows the variables used to market or audience segmentation presented in Fig 7.2 Exh1 are briefly explained.

Geographic segmentation. Segmenting an audience using this variable acknowledges the fact that people in different geographic locations will have different needs, preferences, and activities. For example, according to Hanna and Wozniak (2001), in the USA, consumers in the Southwest prefer pick up trucks, in the Northeast they prefer vans, in California imported luxury cars are favoured, whilst in Texas big cars have a bigger impact, in contrast with New Yorkers who prefer compact vehicles. In London UK certain parts of the West End of London are more affluent than the East End therefore particular products are sold in these areas based on their affluence (<http://www.learnmarketing.net/segmentation.htm>, 2007).

Demographic segmentation. This segmentation technique relies on aspects such as age, stage in family life, gender, income, occupation, education, etc, all of which have a correlation with preferences, needs, and usage rates of products or brands. This type of market segmentation as Hanna and Wozniak (2001) report, is usually preferred by marketers in the U.S.A because it is easy to measure, as well as a considerable amount of available and accessible data from various sources such as the U.S Census Bureau and various commercial and non commercial agencies such as Simmons Market Research, and Donnelley Demographics. An example of an organisation that targets different age groups is Kellogg's which markets different products to address the particular needs of children, women, and adults in general.

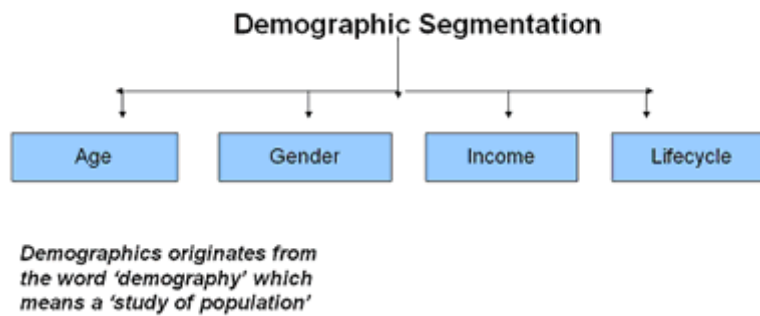


Fig 7.2 Exh2 The separate variables of demographic segmentation. Source of Fig <http://www.learnmarketing.net/segmentation.htm>

Geodemographic segmentation. This is a blend technique that combines data from geography and demographics. It is designed to explain and predict behaviour through the use of typologies that place people in categories who seem to have similar behaviours. The use of Geodemographic segmentation has led in the design of a tool to assist organisations in the U.S.A to segment their customers more effectively. This tool was designed by Claritas²⁷⁴ Corporation was introduced in 1971 and is known as PRIZM (Potential Rating Index by Zip Market). People are sorted out by neighbourhoods and post codes, based on variables such as income, education, family status, home ownership etc. All of these variables contribute to creating clusters of people²⁷⁵ that behave similarly. Claritas with their 2000 upgraded version, known as PRIZM NE provide to their client organisations with data informing them into matters such as where their potential customers live, what they like and how they can best be reached so that they can be targeted by the appropriate promotional techniques (Claritas, 2007). In addition to the data provided by research agencies like Claritas, organisations can also collect further data from their existing customers. This can assist them to design appropriate marketing techniques for their operations (Hanna and Wozniak, 2001).

Psychographic segmentation. This is based on segmenting the market, (Fig 7.2 Exh3), in terms of consumers' **lifestyles**, their **social class and personality characteristics** as illustrated in Fig 8.1 Exh3 (learnmarketing.net, 2007). For example, in UK in the early 1980s as a result of the economy booming in the City of London young independent staff were employed on very high salaries, known as Yuppies. This segment of population was associated with mobile

²⁷⁴ Claritas is part of the Nielsen group which is a world-leading demographic, market segmentation research information and media company that among others includes the following organisations ACNielsen, Nielsen Media Research, Spectra Marketing Systems and Scarborough Research.

²⁷⁵ For example one of the clusters is called Black Enterprise: including young, affluent, well educated African Americans in managerial positions which tend to concentrate in specific areas, such as Chicago, Washington, Detroit, and tend to live in high income areas which are situated into predominantly white neighbourhoods. The naming of these clusters will vary depending the type of software or technique being used.

phones, expensive branded cars, and prestigious city life and apartments (learnmarketing.net, 2007).

The Discovery Channel and Learning Channel use this type of segmentation to design their programmes (Hanna and Wozniak, 2001).

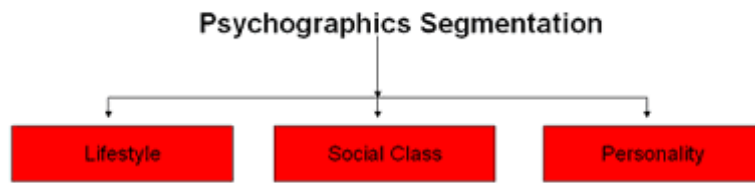


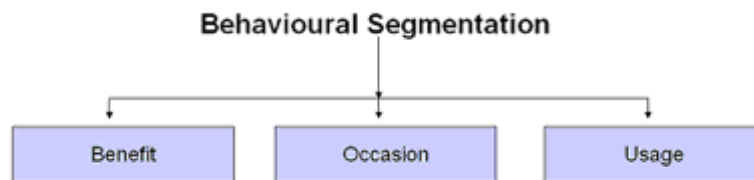
Fig 7.2 Exh3 The separate variables of psychographics segmentation. Source of Fig <http://www.learnmarketing.net/segmentation.htm>

This type of segmentation also has its own tools, such as the VALS system (Values and Lifestyle) developed in 1970s by SRI international consulting group in California, to understand the changes in the values and lifestyles of US residents (Wikipedia, 2008). VALS partitions consumers in nine cluster categories (Hanna and Wozniak, 2001; see also Gunter and Furnham, 1992 for detailed explanation of system).

Behavioural segmentation. This method is based on the attitudes of consumers such as usage of a product, commitment to a brand, or reaction to a product. Organisations that choose to adopt this type of market segmentation will measure the usage rate, the perceived benefits of a product, the brand and store loyalty, and market tactic sensitivity (Hanna and Wozniak, 2001). Behavioural segmentation examines three variables (Fig 8.1 Exh4). First, what benefit consumers seek from a product or service, how this will enhance their overall lifestyle, etc. For example, with Olivetti the benefit sought was the typewriter's speed.

Occasion is a second variable that looks at when a product is purchased. For example, the demand for turkeys increases before Christmas.

The last variable examined by behavioural segmentation is that of usage. The organisations that choose to base their marketing strategies on behavioural segmentation prefer to attract heavy users, instead of medium and light users, who will make a greater contribution to company sales.



Behavioural segmentation refers to why people purchase a product or service

Fig 7.1 Exh4 The separate variables of behavioural segmentation. Source of Fig <http://www.learnmarketing.net/segmentation.htm>

Blackwell, et al.(2001) say that, depending on the chosen segmentation variable, different types of information are needed and researched. Fig 7.2 Exh5 exhibits the information requirements researched by organisations depending the market segmentation variable they have chosen to use in their marketing strategies.

Consumer Characteristics		
Demographics		
Age	Education	Marital status
Gender	Family size	Occupation
Ethnicity	Nationality	Religion
Income	Life stage	Living arrangements
Psychographics		
Activities	Interests	Opinions
Purchase and Consumption Behaviors		
Shopping location preferences		Brand loyalty
Frequency of purchase		Benefits sought
Media used		How used
Price sensitivity		Rate of use
Values		
Culture		
Personality		
Geographical Characteristics		
National boundaries		
State and regional boundaries		
Urban versus rural		
Zip code		
Situational Characteristics		
Work versus leisure usage		
Time		
Where used		

Fig 7.2 Exh5 Indicative Table presenting the information requirements researched depending the chosen segmentation variable. Source of Fig Blackwell et al., (2001: 42)

APPENDIX 7.3

Two examples of design products based on research on ergonomics



Club World Seat

Client: British Airways

Designer: Tangerine/Davis Associates

Year: 1999

British Airways was the first airline to provide a horizontal flat bed for business-class passengers and was awarded the Grand Prix Prize in the Design Business Association's Design Effectiveness Awards.

Arguably this achievement has influenced positively the Continuum of its Corporate Identity. A key element in its success according the Design Council, 2007 was the inclusion of ergonomists in the product development team.



Brooklands Refrigerated Case Development

Client: Marks and Spencer plc

Designer: System Concepts

Year: 1994-1999

Marks and Spencer has rolled a new generation of refrigerated display cases - the Brooklands Case which was developed by a consortium of manufacturers, designers and engineering consultants. The project was directed by ergonomics consultants System Concepts. Ergonomic considerations in setting basic dimensions included easy reach and visibility for customers as well as cleanability and maintainability (traditionally difficult areas in supermarkets with space at a premium).

Appendix 7.4 Various initiatives were developed and applied as project methodologies in the 1950's.

- Critical Path Analysis; PERT (Problem Evaluation and Review Technique); PABLA (a UK Atomic Energy Authority procedure); Value Engineering; etc., were all used successfully. These techniques have a common objective: to improve the operations of business procedures whether production, transportation, design, etc, by breaking down a

complex task into component activities and as a result optimising performance of operations. A complex task consists of many activities and subprojects, and its success or failure depends on the management and scheduling of these activities and sub-activities.

- Critical Path Analysis and PERT were developed in 1950s in the UK for power station construction and in the USA for the POLARIS missile programme. Both techniques are designed to eliminate possible bottlenecks by determining critical activities (activities that need to finish before others start) and essential activities that can take place concurrently in order to complete a project on time without costly delays.
- The difference between the two techniques is that PERT allows for the construction of critical paths in activities where uncertainty on the allocation of time scales is greater. The duration of each activity is subject to resources available, so it is possible that duration can be reduced by addition of extra resources at extra cost.
- Both techniques continue to be used as basic methodologies to manage complex projects, in design management (Boyle, 2003). Both are currently taught to advanced design students in schools and universities (Advanced Design and Technology by Eddie Norman et al 1990, 1995, 2000).
- In the 1980s, another technique to assist strategic planning was developed known as SWOT (Strengths –Weaknesses – Opportunities – Threats) analysis. The SWOTS are used to determine the objectives and sub objectives of the project, so they are used as an input to decide upon these objectives, and the ways in which these objectives will be met (Wikipedia,2008). As previously seen SWOT analysis is referred to in relation to Corporate Identity operations, and typically will be a tool used at the beginning of a Corporate Identity related project as part of its initial audit.

APPENDIX 9.1

EXAMPLE OF FIELD STUDY NOTES

Notes on discussion with X Designers A and B

The Department of Architecture and Technical Services, (A&TS) was the hub of design activities relating to the problems of merging branch design of two very well known “High Street Banks”. The fundamental purpose of the design team of five people was to capture the new Corporate Identity of the merged organisation. Although the team was responsible for the branch interiors, some contacts with other departments and external consultants have been established. It was significant that the team was employed exclusively by one organisation, and reported to two individuals from the middle management of the same organisation, who have been employed by the organisation approximately for 20 years. In the early days of the merger the team due to the confidential nature of the task had limited access in information regarding the other organisation. The organisation did not make any effort to establish communication links between the two organisations prior to the project. As a result it seemed that considerable amount of design time was spent in the quest of unavailable information or design guess work. A well known UK Corporate Identity consultancy was also involved in the process.

The consultancy seemed to have developed a confident general approach to Corporate Identity graphic design work, which seemed as it was applicable to all kinds of organisations. The consultancy was mostly in contact with the marketing department. A different team of the consultancy was brought in to co-operate with AT&S at a later stage.

The design process for the AT&S started with practical observation of how people work and operate within the branches. This had to be done very tenderly and discussions with staff had to be kept to an unrealistic minimum. This course of action was relevant only to issues regarding usability and functionality of the componentry, understanding the ways customers move within branches etc. It seemed that this was not effective in issues such as if further aesthetic changes were necessary and in what extent were necessary.

The answer puzzling this researcher :-How to identify the minimum that was essential to change in order to establish Corporate compatibility? seemed that did not concern any member of the design team or the consultancy who all favoured a complete redesign of the branches.

The data available for the design team to perform its tasks, emanate from one partner of the proposed merger, and designed outcomes were evaluated by the two senior managers who themselves were also employed by the same organisation for many years. Design outcomes

were presented to the board of the same organisation. This was a difficult task for the people involved in decision making since if a design proposal had references of the other organisation design philosophy, it was immediately criticised that it looks like the other organisation.

A concern was expressed by X Designer A, that for too long it was not possible to find anything objective, factual and tangible, which would improve the understanding of the design team relating to what exactly this project involved and aimed to achieve. It seemed that the objectives were not clearly defined and understood by the organisation and a design brief was not compiled.

Was it management's personal likes and dislikes? Was it the ongoing effort of the design team colleagues to find inspirational breakthrough that would impress senior management and secure their position within the organisation?

In the numerous presentations to the board that took place the design team was not present. As a result design proposals have been decided, altered, or rejected in the absence of the design team. This was frustrating since it seemed that there was not a single basis on which positive understanding of the project could be built, and new aims were never reformulated. Every time the design team had to start from scratch, without sufficient understanding of the reasons why, and in the absence of any minutes of these meetings.

At some stage 4 external design consultancies were asked to submit design proposals, all of which were artistic impressions of branches portraying a general ambience and colour scheme however were not applicable in practice.

Few Early thoughts:

1. How can Corporate Identity programmes be managed in effective and economic ways? (Evidently design management was not effective)
2. How decision making in Corporate Identity issues is taking place in practice? Can it be assisted or positively influenced?
3. How companies can control their corporate identity operations effectively without risking being misled by external consultants.

Additional tasks

To look for the original design brief handed to the four external consultancies.

- To contact head of AT&S
- To contact the 4 participating external consultancies

APPENTIX 9.2

THE DIAGNOSTIC TOOL AND ITS PURPOSE – INTERNAL STAFF APPLICATION

Section A: Personal awareness of Corporate Identity concept

To test the semantic fluency of the subject relating to the concept of Corporate Identity in relation to current authoritative published texts on the subject.

Description of concept via keywords

- A.1** What are the words, the keywords, that come to mind when you are trying to capture the essence of Corporate Identity?

Description of concept via a conceptual model

- A.2** What conceptual model do you find helpful to think about Corporate Identity?

Note: Conceptual model is a diagram, picture and might include visionary models as well.

Meaning of concept to the subject

- A.3** Please describe the essence of Corporate Identity in one sentence.

Aspects for potential manipulation

- A.4** What is it about Corporate Identity that you think can be influenced?

Personal objectives in relation to holistic Corporate Identity operations

- A.5.1** What in Corporate Identity are you most interested to improve?
A.5.2 What is your personal contribution to the operation of the Corporate Identity Operations?

Section B: Personal ideas about Organisation's Corporate Identity concept

To test subject's fluency in mapping the scope and processes that might be applied to contribute to organisation's Corporate Identity.

Subject's status set

- B.1.1** What is your relationship to the Organisation
B.1.2 How long have you been in this organisation
B.1.3 Have you worked for organisation A (prior to merger)

- B.1.4** Have you worked for organisation B (prior to merger)
- B.1.5** Interviewee has not been that long in the organisation
- B.1.6** In which departments have you worked previously?
- B.1.7** During the creation of the new Corporate Identity what were your responsibilities?

Organisation's established and current keyword terminology for internal and external communications

- B.2.1** What keywords were used to signify, distinguish and identify organisation A before 1980?
- B.2.2** What keywords would you use to "define" the combined AB organisation?
- B.2.3** What keywords were officially used in Corporate Identity related communications internally and externally after the year 2000?
- B.2.4** Where can examples of these Corporate Keywords in use, be found?
- B.2.5** Who originated these words and who promotes their use?
- B.2.6** How are these keywords useful in the context of identity processing?

Who does what, how department's contribution is made

- B.3.1** What is your personal view of your department's contribution to the operation of this organisation's Corporate Identity?
- B.3.2** Who leads Corporate Identity business in this organisation?

Identification of other internal generic contribution

- B.4.1** Which other internal departments (in addition to your department) are directly involved in Corporate Identity Business?
- B.4.2** What are the main activities of these departments?
- B.4.3** What other internal departments are less directly involved with corporate identity business?
- B.4.4** What are their main activities?

Identification of external generic contribution

- B.5.1** What external groups contribute to Corporate Identity?
- B.5.2** What are their activities?

Section C: Information needs or departments' inputs

To identify subject's department input material communicated at regular or one off basis applicable to the task at hand

Details of planned Market Research carried out on regular basis

To be addressed to the Market Research Department.

C.1.0 As **Head of Customer Understanding** it is evident that you are responsible for undertaking specific market research for your organisation.

What planned regular research does your department carry out?

How often does this occur?

How long does it take?

What does it cost?

Please give preferred reference title and estimate frequency (per year), duration (per days), and cost (in thousands)

	Type of research into-	Preferred official title:	Frequency	Duration	Cost
C.1.1	Corporate Identity awareness				
C.1.2	Corporate Image				
C.1.3	Brand awareness				
C.1.4	Customer's perceptions				
C.1.5	Customer's needs				
C.1.6	Customer complaints				
C.1.7	Competition				
C.1.8	Understanding and effectiveness of Communication material				
C.1.9	Advertising response				
C.1.10	Product satisfaction				
C.1.11	Branch design satisfaction				
C.1.12	Other? please specify				

To be addressed to departments other than Market Research Department.

C.1.0 As Head of department it is evident that you need precise market information on which to base reliable design proposals.

What specific research material is communicated on a regular planned basis, to your department by the organisation?

How often does this occur?

To which members of your department is it circulated?

	Type of research into-	Preferred official title:	Frequency	Communicated to
C.1.1	Corporate identity awareness			
C.1.2	Corporate image			
C.1.3	Brand awareness			
C.1.4	Customer's perceptions			
C.1.5	Customer's needs			
C.1.6	Customer complaints			
C.1.7	Competition			
C.1.8	Understanding and effectiveness of Communication material			
C.1.9	Advertising response			
C.1.10	Product satisfaction			
C.1.11	Branch design satisfaction			
C.1.12				
	Other? please specify			

Initiation of Corporate Identity process

- C.2.1** What **internal or external sources** prompt the Corporate Identity initiatives to start your operations?
- C.2.2** **Who, or which department** usually **initiates projects** concerning Corporate Identity issues?
(The word *projects* will be preceded by words like : *research projects, design projects, marketing projects, graphic design projects etc*)
- C.2.3** **Who**, if different from the above, in your organisation **usually requests initiation of customer research on current design issues?**
- C.2.4** **Who in your department** usually requests initiation of **customer research** on Corporate Identity issues?

Specific information required as input

- C.3.1** What **specific information topics** does **your department need** to research in order to carry out its functions relating to Corporate Identity?
(*Market research asked by your department specifically*)
- C.3.2** What research information does your department **use from other departments inside the organisation?**
- C.3.3** What research information do you use from **outside your organisation?**

Planning of research design and communication

- C.4.1** Who specifies the information required and plans the research needed to produce this information?
- C.4.2** Could you show me some examples of how design problems that have involved formal research investigation by your department are communicated to the department responsible for its formal investigation? eg.: brief, memo, letter etc
- C.4.3** Could you show me some examples of specific briefs, memos, letter etc to show how projects concerning Corporate Identity issues are initiated?

Planning of research design when initiated externally

- C.5.1** In a case in which a design project has been started by external consultants, would their brief vary in any way from the briefing you usually receive from internal departments?
- C.5.2** How do external consultants communicate their work to the organisation's internal departments?

Systematic control of operation

- C.6.1** How do you define communications objectives?
- C.6.2** How do you choose the target groups to communicate with?
- C.6.3** How do you classify your audiences?

Section D: Information produced by the department. Outputs and their communication

To test subjects ability to compile appropriate material and to process that into meaningful information output applicable to the task in hand. How the completed output is passed onto the next stage

Process of department's output set

- D.1.1** Which **operations of your department** contribute **directly** to the organisation's Corporate Identity? Please outline. *(Subject's expanded major contribution to CI)*
- D.1.2** Do any other operations of your department contribute to Corporate Identity in any **less obvious ways**? Please outline. *(Subject's minimal contribution to CI)*
- D.1.3** **Who receives outputs** specifically from your Department's operations?

- D.1.4** Please name the main input and output headings under which the activities of your department could be grouped
- D.1.5** How is the information provided by external market research/ market research department, incorporated into the work of your department to produce the desired output?
- D.1.6** How is the information demanded by the brief, incorporated into the work of your department to produce the desired output?
- D.1.7** Do you use any systematic procedures to manage this process?
(*Formal systematic methodology suggested by the organisation?*)

(*To be asked in departments other than Market research department*)
- D.1.8** What specialised research does your department carry out itself relating to Corporate Identity? (*Quick and dirty research*)
- D.1.9** How is the quality of the output from your department evaluated?
- D.1.10** How are the details of each project output recorded and maintained for future reference?

Communication of department's output

- D.2.1** How are the results of your department's activity communicated to the next operational link in the Corporate Identity process?
- D.2.2** In what format do you present the output of your department's operations?
(*the word departments can be substituted by research , Design, Marketing*)
Specialised prompt: to Market research: How are the market research results communicated to your department.
- D.2.3** How many stages of presentation of your outputs are you usually required to carry out?
- D.2.4** Please state the purpose of these increasing levels of presentation and give illustrations of how these stages vary in specific detail?

Section E: Detail of internal operations in Corporate Identity process.

To test subject's subsystem process methodology in relation to a generalised stimulus probable scenario

Scenario introduction set

Read the scenario to interviewee, and show prompt card.

Scenario

Assume that the directors or a project sponsor have a concern about network branch design, perhaps questioning if the branches are faithfully representative of the organisation's Corporate Identity.

A decision is made to better qualify this concern and discover if it is representative of the broader views of the organisation's internal and external audience, and if changes in the branch design should be undertaken to produce a better fit.

Prompt: This is obviously a very general scenario but,

E.1.1 Have any situations like this occurred in the past? Can you provide more specific examples?

E.1.2 Based on this scenario, what are the next moves taken by all the involved internal departments?

Show prompt card.....

<u>People involved in the sequence action, starting from the board downwards.</u>	<u>Actions taken by which employees.</u>	<u>Employed means</u>
<i>Board</i>	<i>Instructs market research in the matter</i>	<i>Meeting</i>

E.1.3 How would your department be involved at this stage? *(The words your department can be substituted by market research, design, marketing, etc.)*

Scenario briefing process

E.2.1 In what initial format would you receive your brief?
How much detail?

E.2.2 What is the quality of information usually presented to you in the brief?

Department's actions on scenario

E.3.1 What actions would design need to take in order to contribute towards effectively resolving the problem scenario? (The word Design can be substituted by Research, design, marketing, graphic design etc)

E.3.2 What are the steps in the design process that you would follow from this stage?

- E.3.3** Does your department's role change, while the investigation of the scenario progresses?

Inputs to the design team

- E.4.1** What questions does the relevant design team of your department ask that indicate demands are being made on research planning activity?
(The words "relevant design department" can be substituted by: Corporate environments design team, Graphic design team,)
- E.4.2** Will the project team tell you the things that they think that they need to know? And if yes what additional information would the design team usually ask you to provide or authorise?
- E.4.3** When you present feedback to the design team, can you specify what information you provide? *(Do you suggest additional material that your team will need to know?)*
- E.4.4** *(This question might be relevant to be asked to project managers and team managers to a market research project leader etc)*
In previous market research involving design issues have there been any occasions in which more than one phase of research was needed? *E.g.: Does the design group typically/ sometimes requires more specific or other information additional to the initial research? Could you please give examples?*

Design Department's actions to the scenario

- E.5.1** What informed responses, do you usually produce to the given brief?
(The word informed means: not the first ideas that come to the designers mind, we are looking the type of information produced as outcomes)-e.g.: specific interpretation of brief in more detailed design terms-
- E.5.2** How is this informed response usually presented at an early stage following the initial briefing?
- E.5.3** How does the informed response develop at later stages in the project? Does the project target (brief) change?
(look for practicable objective specification of desired outcome)

The brief changes

☐

The brief does not change

☐

How does it change?

- E.5.4** Are you initially asked to make action proposals and later to make informed recommendations for corrective actions?

Please give me an Example:

Departmental outputs to the scenario and their communication

- E.6.1** When your task is advanced or completed, to who do you usually present your findings?
- E.6.2** When your task is advanced or completed, how do you usually present your findings to the next stage?
- E.6.3** How and in what format are these results and recommendations presented to the board of directors?
- E.6.4** Are the methods of presentation used in executive communication different from other operational departments?
- E.6.5** If your presentations to the Board are different from the presentations to other departments please give examples of the differences.
- E.6.6** Do you prepare your group output so that they are in a form:
- A)** Appropriate for direct practical application by the next process team?
 - B)** Subject to discussion with and input from the board of directors?
 - C)** Subject to market research results as supplied?
 - D)** Subject to further testing and additional market research?

Project documentation

- E.7.1** Are comprehensive project files maintained for future reference?
- E.7.2** What general types of material do these files contain?
(*Subject information, Brief, Brief analysis, planning and delivery schedule, costs, quotations, timescales, visits, meetings, letters, telephone conversations, data files, overview report*)
- E.7.3** Are files available for executive audit?
- E.7.4** How can these files be accessed?

Section F: Interdepartmental activities

To explore the subject's knowledge and skills in relation to the sources of information, network, systematic planning and quality and reliability of information produced for transfer.

Quest for an holistic method of organising and controlling Corporate Identity operations

- F.1.0** Does the communication department use any Corporate Identity management process model?

Progressive consultation set. Who is consulted internally, externally?

- F.1.1** Who in the organisation do you consult for their suggestions to influence developing Corporate Identity design initiatives and to refine ultimate design proposals?
- F.1.2** Who external to the organisation do you consult for their suggestions to influence developing corporate identity design initiatives and to refine ultimate design proposals?
- F.1.3** What is the **design department's contribution** to the design of the “**market research plan**” which investigates basic data required by the operational design department and the systematic testing of outcome acceptability?

Systematic methods set

- F.2.1** Who is responsible for the design of the Corporate Identity initiative market research plan and its approval? (*Details of a systematic plan, or models to use*)
- F.2.2** What is the structure of your project research plan? Sequence of operations, critical path plan etc
- F.2.3** Who is responsible for the project planning to be followed by the next stage team?
- F.2.4** What is the outline of your design plan? (Please give the sequence of actions in stages.
- F.2.5** How are project details recorded and managed for future reference? (*For multidisciplinary reference*)

Systematic consultation set

- F.3.1** Are other departments represented and involved in the planning of your design plan? If No skip to question F.4.1. (*Confirmation whether involved departments consult each other and whether this is recorded in a structural plan*)

- F.3.2** Which departments are usually involved?
- F.3.3** Do these departments state their expectations and service requirements?
- F.3.4** What form do these expectations and service requests take?

Systematic output evaluation set

- F.4.1** How do you gather evidence in order to support or otherwise your department's recommendations in terms of original brief?
- F.4.2** How is such evidence interpreted to more clearly describe the situation and to reliably quantify its importance?
- F.4.3** How is this material analysed and prepared as meaningful information to the next stage in its use?
- F.4.4** How is this material processed and adapted to the next stage? (*Subsystem's requirements for meaningful information*)

Suitability of subject to answer the following section

- F.5.1** In your so far operations have you ever made contacts and co-operated with external consultants? If No Skip to Section H

Section G: Details of external consultancy operations

To explore how the services of external consultants are incorporated in the Corporate Identity mechanism

- G.1** When external consultants need to be involved in the process, how are they identified and selected for future participation? (*Criteria for selection*)
- G.2** What is your expectation of how these external consultants should contribute to the Corporate Identity development process? (*Assistance with weaknesses, resources, knowledge, experience*)
- G.3** How do you normally first approach and subsequently brief these consultancies? (*How process is initiated, how briefing is contacted*)
- G.4** How do these consultancies normally respond to your brief initially?
- G.5** How do these consultancies normally respond to the given brief as their contribution progresses? (*At a later stage in the process do consultants make additional contribution not covered in the analysis of the brief, if yes an example*)
- G.6** How is their contribution monitored evaluated and recorded?

Section H: Detail of internal and external audience participation to operations

To explore if and how the subsystem outputs are tested against audience opinion before or after final project commissioning

Systematic audience feedback set

- H.1.1** When design alterations are proposed in your organisations Corporate Identity display, how are the opinions of external audience incorporated into the design process? Please give me an example. (*Contribution to outputs of design*).
- H.1.2** How are internal audience (staff) opinions incorporated into the design process? Please give me an example.
- H.1.3** What criteria do you use specifically to evaluate design changes in Corporate Identity related projects?

Testing of design solutions set

- H.2.1** When alterations in branches interiors are proposed, what means are employed to establish if alterations are necessary and the extent to which they are necessary? (*How needs for change are established and evaluated, branch consistency, competition dictates, board of directors*)
- H.2.2** How does your department reassure itself and senior management that design alterations in Corporate Identity issues are addressed to and aligned with the external audience expectations and communicate this to senior management?
- H.2.3** When external audience needs and expectations about corporate interiors are considered, what means are employed to identify these needs?
- H.2.4** How does the system monitoring and decision making process take account of audience expectations? (*Are audience opinion data collected and filed for future reference?*)
- H.2.5** How are project details recorded and managed for future reference?

Opportunity of subject to express personal uneasiness with an aspects of Corporate Identity operations. (Opportunity for further academic research study).

- H.3** Do you have any other thoughts or issues relevant to this study, which I have not have covered sufficiently in this questionnaire?

Thank you very much for your help. As you know my interest in this subject started while I was working here and it has developed into a serious postgraduate research topic, which I am

developing at DMU. The broad subject is very complex and its success evidently depends on the experience of the people involved. But the published literature is full of problems and examples of costly errors in other organisations. I hope that by doing this research we will be able to better understand some of these problems and start to refine the systems methodology, to produce stimulating and more reliable results, which will hopefully help everyone in the longer term.

Thank you again.